



S P Mandali's  
R. A. PODAR COLLEGE OF COMMERCE AND ECONOMICS  
(EMPOWERED AUTONOMOUS),  
Matunga, Mumbai-400019

Course Structure  
**Bachelor of Management Studies**

Semester V and VI  
As per National Education Policy 2020  
To be implemented from Academic Year 2025- 2026

College Website: [www.rapodar.ac.in](http://www.rapodar.ac.in)

S P Mandali's  
R. A. PODAR COLLEGE OF COMMERCE AND ECONOMICS  
(EMPOWERED AUTONOMOUS),  
Matunga, Mumbai-400019

Syllabus  
And  
Question paper pattern of Course  
of  
**Bachelor of Management Studies Programme**  
**Third Year Semester V**

As per National Education Policy 2020  
To be implemented from Academic Year 2025- 2026

College Website: [www.rapodar.ac.in](http://www.rapodar.ac.in)

**Bachelor of Management Studies Programme  
Syllabus as per National Education Policy 2020**

*Course Structure*

**T.Y.B.M.S. (Level 5.5)**

**(To be implemented from Academic Year 2025-26)**

No of Courses	Course Code	Semester V	Credits
<b>1</b>	<b>Major (12 credits)</b>		
<b>1.A</b>	<b>Course I</b>		
1.A.a		Logistics and Supply Chain Management	<b>04</b>
<b>1.A</b>	<b>Course II *</b>		
1.A.b		Innovative Financial Services	<b>04</b>
1.A.c		HRM in Global Perspective	<b>04</b>
1.A.d		Sales and distribution Management	<b>04</b>
<b>1.A</b>	<b>Course III *</b>		
1.A.e		Investment Analysis and Portfolio Management	<b>04</b>
1.A.f		Conflict and Negotiation Management	<b>04</b>
1.A.g		Customer Relationship Management	<b>04</b>
<b>2</b>	<b>Minor (03 credits)</b>		
2.A		Corporate Communication and Public Relations	<b>03</b>
<b>3</b>	<b>General Elective (GE)/ Open Elective (OE) (03 Credits)</b>		
3.A		Wealth Management	<b>03</b>
3.B		Compensation Management	<b>03</b>
3.C		Service Marketing	<b>03</b>
<b>4</b>	<b>Vocational &amp; Skill Enhancement Courses (VSEC) (02 credits)</b>		
<b>4.A</b>	<b>Vocational Skill Course (VSC)</b>		
4.A. a		Direct Taxes	<b>02</b>

<b>5</b>	<b>Field Project / Apprenticeship / Community Engagement &amp; Services (02 credits)</b>		
5.A. a		Campus Preparatory - Competence and Employability	<b>02</b>
<b>TOTAL CUMULATIVE CREDITS</b>			<b>22</b>

As per NEP, learners are encouraged to select diverse courses. As a result of which learners will select their major courses of a particular domain of knowledge whereas courses of a different domain of knowledge will be offered under general / open elective.

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course I**

**1.A.a Logistics and Supply Chain Management (4 Credits)  
Semester V**

<b>1. Major</b>	
<b>1.A Course I</b>	
<b>1.A.a Logistics and Supply Chain Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To enable the learners to increase efficiency with minimum inventory.
CObj 2	To enable the learners to handle unexpected events.
CObj 3	To enable the learners to Reduce Transportation and Logistics Cost and improve quality.
<b>Course Outcomes</b>	
COut 1	The learners understand logistics concepts and basic activities.
COut 2	The learners can define basic logistics activities and can associate logistics activities with other business activities.
COut 3	The student can relate to logistics trends and is able to explain reverse logistics concepts.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Logistics and Supply Chain Management	15
2	Elements of Logistics Mix	15
3	Inventory Management, Logistics Costing, Performance	15
4	Recent Trends in Logistics and Supply Chain Management	15
<b>Total</b>		<b>60</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction to Logistics Management</b>
	<ul style="list-style-type: none"> <li>● Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Reverse Logistics and Green Logistics</li> <li>● Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</li> <li>● Introduction to Supply Chain Management: Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration</li> <li>● Customer Service: Key Element of Logistics: Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</li> <li>● Demand Forecasting: Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</li> </ul>
<b>2</b>	<b>Transportation</b>
	<ul style="list-style-type: none"> <li>● 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</li> <li>● Warehousing: Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</li> <li>● Materials Handling: Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipment used for Materials Handling, Factors affecting Materials Handling Equipment's</li> <li>● Packaging: Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</li> </ul>

<b>3</b>	<b>Inventory Management</b>
	<ul style="list-style-type: none"> <li>● Logistics Costing: Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</li> <li>● Performance Measurement in Supply Chain: Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of deal Measurement System</li> <li>● Logistical Network Analysis: Meaning, Objectives, Importance, Scope</li> </ul>
<b>4</b>	<b>Information Technology in Logistics</b>
	<ul style="list-style-type: none"> <li>● 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,</li> <li>● Modern Logistics Infrastructure: Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</li> <li>● Logistics Outsourcing</li> </ul>

#### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Logistics and Supply Chain Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15



	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain -Concepts, Strategies and Case Studies Logistics Donald Waters, An Introduction to Supply Chain
- Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost &ImprovingServices
- Vinod Sople, Logistic Management - The Supply Chain Imperative
- Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process
- Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management
- Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process
- Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management-Pearson
- Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management.

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course II**

**1.A.b Innovative Financial Services (4 Credits)**

**Semester V**

<b>1. Major</b>	
<b>1.A Course II</b>	
<b>1.A.b Innovative Financial Services</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To familiarize the learners with the fundamental aspects of various issues associated with various Financial Services.
CObj 2	To give a comprehensive overview of emerging financial services in the light of globalization.
CObj 3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services.
<b>Course Outcomes</b>	
COut 1	The learners learn the financial services given by financial companies.
COut 2	The learners get an opportunity to understand the various financial services available during traditional and modern approaches.
COut 3	The student can apply the concepts of consumer finance and credit rating.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Traditional Financial Services	15
2	Issue Management and Securitization	15
3	World Financial Markets & Institutions & Risks	15
4	Consumer Finance and Credit Rating	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Introduction to Traditional Financial Services</b>
	<p><b>Financial Services:</b> 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><b>Factoring and Forfaiting:</b> Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</p> <p><b>Bill Discounting:</b> Introduction, Framework, Bill Market Schemes, Factoring v/s Bill Discounting in Receivable Management.</p>
<b>2</b>	<b>Issue Management and Securitization</b>
	<p><b>Issue Management and Intermediaries:</b> Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <p><b>Stock Broking:</b> Introduction, Stockbrokers, Sub Brokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading</p> <p><b>Securitization:</b> Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitise Assets, Benefits of Securitization, New Guidelines on Securitization, avoidance of double taxation.</p>
<b>3</b>	<b>Financial Services and its Mechanism</b>
	<p><b>a) Lease and Hire-Purchase:</b> Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.</p>

	<p><b>b) Housing Finance:</b> 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</p> <p><b>c) Venture Capital:</b> Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p> <p><b>d) Origin of Crowd funding:</b> Indian history</p>
<b>4</b>	<b>Consumer Finance and Credit Rating</b>
	<p><b>a) Consumer Finance:</b> 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</p> <p><b>b) Plastic Money:</b> Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. Smart Cards- Features, Types, Security Features and Financial Applications, cyber-crime, Do’s and Don’ts of online transactions, E wallets.</p> <p><b>c) Credit Rating:</b> 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</p>

### Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Innovative Financial Services**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
	<b>Total</b>	<b>80</b>	<b>60</b>

**Reference Books:**

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

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course II**

**1.A.c HRM in Global Perspective (4 Credits)**

**Semester V**

<b>1. Major</b>	
<b>1.A Course II</b>	
<b>1.A.c HRM in Global Perspective</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To gain knowledge about complexities in IHRM.
CObj 2	To understand the theoretical framework (Acquisition, retention, development of HR through various functions) and issues of HRM in Global Perspective.
CObj 3	To get insights of the concepts of Expatriates and Repatriates.
CObj 4	To find out the impact of cross culture on Human Resource Management.
CObj 5	To provide information about Diversity and Global Workforce Management.
CObj 6	To study the recent changes in International HRM with relevance to ethics, International projects, virtual organizations and technology.
<b>Course Outcomes</b>	
COut 1	The student learns about IHRM, challenges, stages of internationalization of companies and methods of entry into international business.
COut 2	The student gains insight into different employment standards and laws, International labor relations.
COut 3	The student gets the HR view of M&A, reasons for failure and how HRM can guide the post- acquisition integration process.
COut 4	The student equips themselves with the knowledge regarding latest trends in technology, ethics, Knowledge management, International projects, Offshoring.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	International HRM – An Overview	15
2	Global HRM Functions	15
3	Expatriation and Repatriation in IHRM	15
4	International HRM Trends and Challenges	15
<b>Total</b>		<b>60</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>International HRM – An Overview</b>
	International HRM – An Overview: International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, limitations, Drivers of internationalization Difference between International HRM and Domestic HRM Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric models of IHRM Qualities of Global Managers Components of IHRM- Cross Cultural Management and Comparative HRM Cross Cultural Management- Meaning, Features, Convergence of Cultures, Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM Managing Diversity in Workforce Dealing with Cultural Shock
<b>2</b>	<b>Global HRM Functions</b>
	Global HRM Functions: International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria and techniques, types of international assignments International Compensation – Meaning, Objectives, Components, Approaches to International Compensation HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management Motivation and Reward System- Meaning, Benchmarking Global Practices, International Industrial Relations – Meaning, Key Issues, Trade Union and International IR
<b>3</b>	<b>Managing Expatriation and Repatriation</b>
	Managing Expatriation and Repatriation Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Types of expatriate training 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 Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates
<b>4</b>	<b>International HRM Trends and Challenges</b>
	Emerging Trends in IHRM Off Shoring – Meaning, Importance, Off Shoring and HRM in India 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 Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World HR in MNCs – Industrial Relations in MNCs 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 Growth in Strategic Alliances and Cross Border Mergers and Acquisitions, Impact on IHRM Knowledge Management and IHRM

#### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**HRM in Global Perspective**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
	<b>Total</b>	<b>80</b>	<b>60</b>

**Reference Books:**

- Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning
- P. L. Rao: International Human Resource Management, Text and Cases, Excel Books
- Peter 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 Publishers

**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**1. Major**  
**1.A Course II**  
**1.A.d Sales and distribution Management (4 Credits)**  
**Semester V**

<b>1. Major</b>	
<b>1.A Course II</b>	
<b>1.A.d Sales and distribution Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To understand the selling process.
CObj 2	To know about the Key aspects of Sales management skills.
CObj 3	To get familiar with the practical approaches in distribution channels.
CObj 4	To understand the evaluation in sales management performance.
<b>Course Outcomes</b>	
COOut 1	The learners learn about sales management for effective sales.
COOut 2	The learners learn how distribution takes place through various channels.
COOut 3	The learners will understand how sales and sales performance are evaluated.
COOut 4	The learners learn about the recent trends introduced in sales and distribution management.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Market Analysis and Selling	15
3	Distribution Channel Management	15
4	Performance Evaluation, Ethics and Trends	15
<b>Total</b>		<b>60</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction</b>
	Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management. Developing and conducting sales training program. Qualities of a Sales Manager Sales Management: Meaning, Developments in Sales Management-Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, and Increased Use of Internet, CRM, and Professionalism in Selling. Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination of Hybrid Structure b) Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. c) Integration of Marketing, Sales and Distribution d) Modern trade & E Commerce Trade
<b>2</b>	<b>Market Analysis and Selling Skills</b>
	Market Analysis: Importance of Market Analysis and Sales Forecasting, Methods of Sales Forecasting. Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota. Factors Determining Fixation of Sales Quota b) Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing. Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory. Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill. Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, and Negotiation Strategy. Difference Between Consumer Selling and Organizational Selling, Difference Between National Selling and International Selling
<b>3</b>	<b>Distribution Channel Management</b>
	Management of Distribution Channel – Meaning & Need • Channel Partners-Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution

	<p>Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels Channel Design, Channel Policy, Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict, Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution Motivating Channel Members Selecting Channel Partners, Evaluating Channels, Channel Control</p>
<b>4</b>	<b>Performance Evaluation, Ethics and Trends</b>
	<p>Evaluation &amp; Control of Sales Performance: Sales Performance – Meaning Methods of Supervision and Control of Sales Force.  Sales Performance Evaluation Criteria- Key Result Areas (KRAs)-Sales Performance Review Sales Management Audit.  Measuring Distribution Channel Performance: Evaluating Channels effectiveness, Ethics in Sales Management, New Trends in Sales and Distribution Management – Sales automation</p>

#### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Sales and distribution Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

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



**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course III**

**1.A.e Investment Analysis and Portfolio Management (4 Credits)**

**Semester V**

<b>1. Major</b>	
<b>1.A Course III</b>	
<b>1.A.e Investment Analysis and Portfolio Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To help the learner to select the best investment options as per one's income, age, time horizon and risk appetite.
CObj 2	To understand Capital appreciation.
CObj 3	To enable the learner to maximize returns on investment.
<b>Course Outcomes</b>	
COut 1	The student learns to compute historical and expected returns, as well as risk measures and comprehend the importance of the risk-return relationship.
COut 2	The learner can define the objectives in constructing and managing a portfolio.
COut 3	The learner learns to create an investment policy statement.

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Investment Environment	15
2	Risk - Return Relationship	15
3	Portfolio Management and Security Analysis	15
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
1	<b>Introduction to Investment Environment</b>
	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 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	<b>Risk - Return Relationship</b>
	Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.
3	<b>Portfolio Management and Security Analysis</b>
	Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.
4	<b>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</b>
	Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

### Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Investment Analysis and Portfolio Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Kevin. S, Security Analysis and Portfolio Management
- Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management
- Prasanna Chandra, Security Analysis & Portfolio Management
- Sudhindra Bhatt, Security Analysis and Portfolio Management.

**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**1. Major**  
**1.A Course III**  
**1.A.f Conflict and Negotiation Management (4 Credits)**  
**Semester V**

<b>1. Major</b>	
<b>1.A Course III</b>	
<b>1.A.f Conflict and Negotiation Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	Understand the role of communication in conflict and conflict-management processes.
CObj 2	Examine theories and research on negotiation and conflict management.
CObj 3	Analyze the components of conflict that lead to constructive or destructive patterns.
CObj 4	Appreciate the many variables to consider in the selection of strategies, methods, and responses that are appropriate to a given conflict situation.
CObj 5	Engage in a process of inquiry that leads to recommendations for designing effective conflict management processes.
<b>Course Outcomes</b>	
COut 1	Judge and select methods of negotiation and alternative dispute resolution
COut 2	Define and critically evaluate the different types of strategies employed to become effective negotiators
COut 3	Describe and assess substantive and affective conflict as well as interpersonal conflict
COut 4	Demonstrate an understanding of how to manage conflicts in a way and manner that leads to constructive outcomes
COut 5	Identify cognitive biases that stand as barriers to effective negotiation and conflict management and the deception and biases that could limit one's

	own negotiation and conflict management skills
COut 6	Research skills into negotiations and conflict management problems and the application of these in the assembling and analysis of facts and situations
COut 7	The ability to prepare effectively for a negotiation and reach mutually beneficial agreements

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding Conflict and Its Dynamics	15
2	Conflict Management and Resolution Strategies	15
3	Negotiation – Concepts and Applications	15
4	Managing Negotiations and Ethical Considerations	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Understanding Conflict and Its Dynamics</b>
	<ul style="list-style-type: none"> <li>● <b>Introduction to Conflict:</b> Meaning and Nature</li> <li>● <b>Transitions in Conflict Thought:</b> <ul style="list-style-type: none"> <li>● Traditional View</li> <li>● Human Relations View</li> <li>● Interactionist View</li> </ul> </li> <li>● <b>Types of Conflict:</b> <ul style="list-style-type: none"> <li>● Functional vs. Dysfunctional Conflict</li> <li>● Task, Process, and Relationship Conflict</li> </ul> </li> <li>● <b>Levels of Conflict:</b> <ul style="list-style-type: none"> <li>● Intrapersonal (Within an Individual)</li> <li>● Interpersonal (Between Individuals)</li> <li>● Intragroup (Within a Group)</li> <li>● Intergroup (Between Groups)</li> <li>● Organizational Conflict (Across an Organization)</li> </ul> </li> <li>● <b>Process of Conflict:</b> Stages and Escalation</li> <li>● <b>Sources and Causes of Conflict:</b> <ul style="list-style-type: none"> <li>● Structural Factors (Hierarchies, Scarce Resources)</li> <li>● Personal Factors (Emotions, Perceptions)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Cultural and Environmental Influences</li> <li>• <b>Industrial/Organizational Conflict:</b> Causes, Benefits, and Limitations</li> <li>• <b>Conflict Outcomes:</b> <ul style="list-style-type: none"> <li>• Win-Lose</li> <li>• Lose-Lose</li> <li>• Compromise</li> <li>• Win-Win</li> </ul> </li> <li>• <b>Five Belief Domains of Conflict:</b> <ul style="list-style-type: none"> <li>• Superiority</li> <li>• Injustice</li> <li>• Vulnerability</li> <li>• Distrust</li> <li>• Helplessness</li> </ul> </li> <li>• <b>Psychological Aspects of Conflict:</b> <ul style="list-style-type: none"> <li>• Cognitive Biases and Perceptions in Conflict</li> <li>• Emotional Reactions and Their Impact on Conflict</li> </ul> </li> </ul>
<b>2</b>	<b>Conflict Management and Resolution Strategies</b>
	<ul style="list-style-type: none"> <li>• <b>Conflict Management:</b> Meaning, Need, and Importance</li> <li>• <b>Conflict Resolution Strategies:</b> <ul style="list-style-type: none"> <li>○ Competing</li> <li>○ Accommodating</li> <li>○ Avoiding</li> <li>○ Compromising</li> <li>○ Collaborative</li> </ul> </li> <li>• <b>Strategies for Resolving Conflict:</b> <ul style="list-style-type: none"> <li>○ Intra-personal and Inter-personal Conflict Resolution</li> <li>○ Intra-group and Inter-group Conflict Resolution</li> <li>○ Role of Leadership in Conflict Resolution</li> </ul> </li> <li>• <b>Alternative Dispute Resolution (ADR) Techniques:</b> <ul style="list-style-type: none"> <li>○ Mediation</li> <li>○ Arbitration</li> <li>○ Conciliation</li> <li>○ Negotiation</li> <li>○ Ombudsman</li> </ul> </li> <li>• <b>Conflict Resolution in Organizations:</b> <ul style="list-style-type: none"> <li>○ Team Conflict and Workplace Disputes</li> <li>○ Union-Management Conflicts</li> <li>○ Conflict in Virtual Teams</li> </ul> </li> <li>• <b>Role of Emotional Intelligence in Conflict Management</b></li> <li>• <b>Cross-Cultural Conflict Management</b></li> <li>• <b>Use of Technology in Conflict Resolution</b></li> <li>• <b>Case Studies on Successful Conflict Resolution</b></li> </ul>
<b>3</b>	<b>Negotiation – Concepts and Applications</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Negotiation:</b> Meaning and Importance</li> </ul>

	<ul style="list-style-type: none"> <li>● <b>Negotiation Process:</b> <ul style="list-style-type: none"> <li>● Preparation</li> <li>● Opening</li> <li>● Bargaining</li> <li>● Agreement</li> <li>● Implementation</li> </ul> </li> <li>● <b>Factors Affecting Negotiation:</b> <ul style="list-style-type: none"> <li>● Communication</li> <li>● Personality Traits</li> <li>● Emotional Intelligence</li> <li>● Power and Persuasion</li> </ul> </li> <li>● <b>Challenges in Negotiation:</b> Barriers to Effective Negotiation</li> <li>● <b>Types of Negotiation:</b> <ul style="list-style-type: none"> <li>● Distributive Negotiation (Win-Lose Approach)</li> <li>● Integrative Negotiation (Win-Win Approach)</li> <li>● Multi-Party Negotiation</li> <li>● Crisis Negotiation</li> </ul> </li> <li>● <b>Cross-Cultural Negotiation:</b> Meaning, Influencing Factors, and Ways to Resolve</li> <li>● <b>Types of Corporate Negotiations:</b> <ul style="list-style-type: none"> <li>● Day-to-Day Negotiations</li> <li>● Employer-Employee Negotiations</li> <li>● Colleague Negotiations</li> <li>● Commercial &amp; Legal Negotiations</li> <li>● Collective Bargaining</li> </ul> </li> <li>● <b>International Negotiations:</b> <ul style="list-style-type: none"> <li>● Meaning and Influencing Factors</li> <li>● Role of Government and Global Regulations</li> <li>● Business Diplomacy</li> </ul> </li> <li>● <b>Case Studies on Successful Negotiations</b></li> </ul>
<b>4</b>	<b>Managing Negotiations and Ethical Considerations</b>
	<ul style="list-style-type: none"> <li>● <b>Skills for Effective Negotiation:</b> <ul style="list-style-type: none"> <li>○ Communication Skills</li> <li>○ Active Listening and Empathy</li> <li>○ Persuasion and Influence Tactics</li> <li>○ Problem-Solving Approaches</li> </ul> </li> <li>● <b>Negotiation as a Conflict Management Approach</b></li> <li>● <b>Ethics in Negotiation:</b> <ul style="list-style-type: none"> <li>○ Ethical Dilemmas in Negotiation</li> <li>○ Ethically Ambiguous Negotiation Tactics</li> <li>○ Deception and Manipulation in Negotiation</li> </ul> </li> <li>● <b>Cultural Influence on Negotiation</b></li> <li>● <b>The 3D Negotiation Model:</b> <ul style="list-style-type: none"> <li>○ Meaning and Concept</li> <li>○ The Three Dimensions for Successful Negotiation: <ul style="list-style-type: none"> <li>▪ Tactics at the Table</li> <li>▪ Deal Design</li> </ul> </li> </ul> </li> </ul>



	<ul style="list-style-type: none"><li>▪ Setup Strategy</li><li>• <b>Power Dynamics in Negotiation:</b><ul style="list-style-type: none"><li>○ Role of Authority and Influence</li><li>○ Managing Power Imbalances</li></ul></li><li>• <b>Crisis and Emergency Negotiations</b></li><li>• <b>AI and Digital Negotiation Tools:</b><ul style="list-style-type: none"><li>○ Virtual Negotiation</li><li>○ Role of AI in Decision-Making</li></ul></li><li>• <b>Psychological Traps in Negotiation:</b><ul style="list-style-type: none"><li>○ Anchoring Effect</li><li>○ Overconfidence Bias</li><li>○ Loss Aversion</li></ul></li></ul>
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### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Conflict and Negotiation Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Powerpoint Presentation	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Wilmot, W., & Hocker, J. (2013). *Interpersonal Conflict*, 9th Edition. New York: McGraw-Hill. ISBN-13: 978-0078036934. Listed as “WH” in the Schedule and course pages.
- Another option for Wilmot, W., & Hocker, J. (2013). *Interpersonal Conflict*, 9th Edition. New York: McGraw-Hill. ISBN-13: 978-0078036934. Go to coursesmart.com.
- The Arbinger Institute (2002). *Leadership and Self-Deception: Getting Out of the Box* Berrett-Koehler. Available (free) online. You must login with your BYUUI credentials to access this book.
- Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes*. New York: Penguin Books. ISBN-13: 9780143118756, e-text ISBN: 9781101539545. Listed as “Yes” in the schedule and course pages.
- Bromwich, Rebecca and Harrison, Thomas, *Negotiation and Conflict Resolution in Criminal Practice: A Handbook* (Toronto: Canadian Scholars Press: 2019).
- Fisher, R., Patton, B., & Ury, W. *Getting to Yes: Negotiating Agreement Without Giving In* (Rev. ed.). (New York: Penguin Books, 2011).

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)  
1. Major  
1.A Course III  
1.A.g Customer Relationship Management (4 Credits)  
Semester V**

<b>1. Major</b>	
<b>1.A Course III</b>	
<b>1.A.g Customer Relationship Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To develop an understanding of the terms and benefits of CRM on a company's bottom line.
CObj 2	To discuss the relevance, credibility, and value in the relationship management process.
CObj 3	To analyze the different components of a CRM plan.
CObj 4	To articulate their CRM goals.
<b>Course Outcomes</b>	
COut 1	The learner understands how organizations make sense of and manage marketing data about current and prospective customers.
COut 2	A basic understanding of CRM systems can help the learner recognize their potential of applying their knowledge to enable the organization to use marketing information more effectively.
COut 3	The learner learns to apply the theory to implement strategies practically.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Customer Relationship Management	15
2	CRM Marketing Initiatives, Customer Service and Data Management	15
3	CRM Strategy, Planning, Implementation and Evaluation	15
4	CRM New Horizons	15
<b>Total</b>		<b>60</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction to Customer Relationship Management</b>
	<p>Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</p> <p>Objectives, Benefits of CRM to Customers and Organizations, Components of CRM: Information, Process, Technology and People,</p> <p>IT support: CRM and IOT technologies</p> <p>Barriers to CRM</p> <p>Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship challenges.</p>
<b>2</b>	<b>CRM Marketing Initiatives, Customer Service and Data Management</b>
	<p>CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Acquisition and Retention strategies, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</p> <p>CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction</p> <p>Measurement, Call-Scripting, Workforce Management</p> <p>CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data</p> <p>Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting, Lead Generation: Meaning, types and tools</p>
<b>3</b>	<b>CRM Strategy, Planning, Implementation and Evaluation</b>
	<p>Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</p> <p>Objectives of CRM Strategy, The CRM Strategy Cycle: Complexities of CRM Strategy</p>

	<p>Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management,</p> <p>CRM Implementation: Steps- Business Planning, Architecture and Design,</p> <p>CRM Evaluation and measurement: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</p>
<b>4</b>	<b>CRM New Horizons</b>
	<p>E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM, Software App for Customer Service: Activity Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Integrated approach of CRM activities, Queuing and Routing, Scheduling, Social Networking and CRM, Mobile-CRM, CRM Trends, Challenges and Opportunities, Ethical Issues in CRM</p> <p>Business automation and Artificial Intelligence (AI), Case studies in CRM</p>

#### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Customer Relationship Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

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



**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**2. Minor**  
**2.A Corporate Communication and Public Relations (3 Credits)**  
**Semester V**

<b>2. Minor</b>	
<b>2.A Corporate Communication and Public Relations</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To enable the learners to understand aspects of corporate communication.
CObj 2	To create awareness about what its role in corporations is, and the different perspectives on corporate communication.
CObj 3	To enable the learner to understand key concepts of corporate communication and public relations.
CObj 4	To ensure the learners know key theories of corporate communications and public relations.
<b>Course Outcomes</b>	
COut 1	The learners will develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others.
COut 2	The student will cultivate skills which could include communication competencies such as managing conflict, understanding small group processes, active listening and appropriate self- disclosure.
COut 3	

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Foundation of Corporate Communication	15
2	Understanding Public Relations	15
3	Functions of Corporate Communication	15

<b>Total</b>	<b>45</b>
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Sr. No.	Modules
<b>1</b>	<b>Foundation of Corporate Communication: Concept and Role of Technology</b>
	<ul style="list-style-type: none"> <li>a) Corporate Communication: Introduction, Scope, Role of Corporate Communication in Contemporary Scenario</li> <li>b) Corporate Identity: Meaning and Features</li> <li>c) Corporate Image: Meaning, Factors Influencing Corporate Image,</li> <li>d) Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</li> <li>e) Importance of Ethics in Corporate Communication</li> <li>f) Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</li> <li>g) Role of technology: Functions and types of Technology in Corporate Communication., E-media Relations-internal Communication, E-brand Identity and Company Reputation.</li> <li>h) Role of Content writing for Corporate Blogging and other platforms</li> </ul>
<b>2</b>	<b>Understanding Public Relations</b>
	<ul style="list-style-type: none"> <li>a) Fundamentals of Public Relations: Introduction, Meaning, Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</li> <li>b) Essentials, Objectives, Scope, measurement, Significance of Public Relations in Business, PR campaign process.</li> <li>c) Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</li> <li>d) Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</li> </ul>
<b>3</b>	<b>Functions of Corporate Communication</b>
	<ul style="list-style-type: none"> <li>a) Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations</li> <li>b) Employee Communication: Introduction, Sources and organizing of Employee Communications, Public speaking and presentation skills for PR professionals, Introduction to PR agencies, Benefits of Good Employee Communications, Steps in Implementing an Effective Employee Communications Program, Role of Management in Employee Communications</li> <li>c) Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building</li> <li>d) Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising.</li> </ul>

**Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Corporate Communication and Public Relations**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	<b>Total</b>	<b>75</b>	<b>60</b>

**Reference Books:**

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

**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**3. General Elective (GE)/ Open Elective (OE)**  
**3.A Wealth Management (3 Credits)**  
**Semester V**

<b>3. General Elective (GE)/ Open Elective (OE)</b>	
<b>3.A Wealth Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To provide an overview of various aspects related to wealth management.
CObj 2	To study the relevance and importance of Insurance in wealth management.
CObj 3	To acquaint the learners with issues related to taxation in wealth management.
CObj 4	To understand various components of retirement planning.
<b>Course Outcomes</b>	
COut 1	The learners learn various aspects of wealth management and various investment opportunities.
COut 2	The learners learn the importance of insurance.
COut 3	The learners will learn taxation and its importance and utility.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Wealth Management & Financial Planning	15
2	Insurance & Investment Planning	15
3	Financial Mathematics, Tax and Estate Planning	15
<b>Total</b>		<b>45</b>

Sr. No.	Modules
1	<b>Introduction to Wealth Management &amp; Financial Planning</b>
	<ul style="list-style-type: none"> <li>● Meaning, Scope, and Components of Wealth Management</li> <li>● Process of Wealth Management, Needs &amp; Expectation of Clients</li> <li>● Code of Ethics for Wealth Managers</li> <li>● Personal Financial Statement Analysis: Financial Literacy, Financial Goals &amp; Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management</li> <li>● Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators (Leading, Lagging, Concurrent)</li> <li>● Introduction to Behavioral finance</li> </ul>
2	<b>Insurance &amp; Investment Planning</b>
	<ul style="list-style-type: none"> <li>● Insurance Planning: Meaning, Basic Principles, Functions, and Characteristics</li> <li>● Rights and Responsibilities of Insurer and Insured</li> <li>● Types of Life Insurance &amp; General Insurance Policies, Health Insurance (Mediclaime, Human Life Value Calculation - Belth Method/CPT)</li> <li>● Investment Planning: Types of Investment Risks, Risk Profiling, Asset Allocation Strategies, Goal-Based Financial Planning</li> <li>● Active &amp; Passive Investment Strategies</li> </ul>
3	<b>Financial Mathematics, Tax, and Estate Planning</b>
	<ul style="list-style-type: none"> <li>● Calculation of Returns (CAGR, Post-tax Returns, etc.)</li> <li>● Net Worth Calculations, Financial Ratios</li> <li>● Tax Planning Concepts, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward &amp; Set-off</li> <li>● Estate Planning: Will, Requirements of a Valid Will, Trust, Deductions, Exemptions</li> <li>● Retirement Planning: Purpose &amp; Need, Life Cycle Planning, Pre-&amp; Post-Retirement Strategies, Tax Treatment</li> <li>● Income Streams &amp; Tax Savings Schemes: Pension Schemes, Annuities, IRDA</li> </ul>

### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Wealth Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	<b>Total</b>	<b>75</b>	<b>60</b>



**Reference Books:**

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

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)  
3. General Elective (GE)/ Open Elective (OE)  
3.B Compensation Management (3 Credits)  
Semester V**

<b>3. General Elective (GE)/ Open Elective (OE)</b>	
<b>3.B Compensation Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	Understand the strategic role of compensation in achieving organizational objectives.
CObj 2	Analyze various components of compensation structures.
CObj 3	Apply legal and ethical considerations in compensation management.
CObj 4	Develop effective salary structures and benefits programs.
CObj 5	Evaluate compensation practices for competitiveness and equity.
<b>Course Outcomes</b>	
COut 1	Define key compensation-related concepts such as wages, salaries, incentives, benefits, and equity-based compensation.
COut 2	Describe different compensation strategies (e.g., pay-for-performance, competency-based pay).
COut 3	Develop a compensation and benefits plan for a hypothetical organization.
COut 4	Analyze how compensation policies influence employee motivation and productivity.
COut 5	Design a comprehensive compensation package that aligns with business strategy.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Fundamentals of Compensation Management	15
2	Designing and Communicating Compensation Systems	15
3	Performance-Linked Compensation & Global Trends	15
<b>Total</b>		<b>45</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction to Compensation Management</b>
	<ul style="list-style-type: none"> <li>● Definition, Importance, Objectives</li> <li>● Components of Compensation: Fixed Pay, Variable Pay, Benefits, and Perquisites</li> <li>● Strategic Role in Human Resource Management</li> <li>● Legal and Ethical Issues: Minimum Wages Act, Equal Remuneration Act, Labor Standards</li> <li>● Internal vs External Equity in Compensation</li> </ul>
<b>2</b>	<b>Designing and Communicating Compensation Systems</b>
	<ul style="list-style-type: none"> <li>● Factors Influencing Compensation: Organizational, Individual, External</li> <li>● Wage and Salary Administration, Pay Structures (Grades, Ranges, and Bands)</li> <li>● Incentive Plans: Individual, Group, Organization-wide</li> <li>● Non-Monetary Rewards and Recognition, Designing a Benefits Package</li> <li>● Employee Benefits and Perquisites: Health, Retirement, Leave Policies, Work-Life Balance</li> </ul>
<b>3</b>	<b>Performance-Linked Compensation &amp; Global Trends</b>
	<ul style="list-style-type: none"> <li>● Statutory &amp; Non-Statutory Benefits</li> <li>● Executive Compensation: Stock Options, Deferred Pay, Golden Parachutes</li> <li>● Linking Compensation to Performance</li> <li>● Implementation, administration and maintenance of compensation systems (Challenges)</li> <li>● Global Trends: Compensation in Multinational Corporations (MNCs)</li> <li>● Impact of Technology, Pay Transparency, Equity Trends</li> </ul>

**Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Compensation Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	<b>Total</b>	<b>75</b>	<b>60</b>

**Reference Books:**

- Singh, B.D. – Compensation and Reward Management (Excel Books)
- K. Aswathappa – Human Resource Management: Text and Cases (McGraw Hill)
- Narang & Chhabra – Compensation Management (Sun India Publications)
- S. S. Upadhyay – Compensation and Benefits Management (Himalaya Publishing)
- Tapomoy Deb – Compensation Management: Text & Cases (Excel Books)
- Milkovich, George T., Newman, Jerry M., & Gerhart, Barry – Compensation (McGraw Hill)
- Henderson, Richard I. – Compensation Management in a Knowledge-Based World (Pearson)
- Martocchio, Joseph J. – Strategic Compensation: A Human Resource Management Approach (Pearson)
- Armstrong, Michael & Murlis, Helen – Reward Management: A Handbook of Remuneration Strategy and Practice (Kogan Page)
- Gomez-Mejia, Balkin & Cardy – Managing Human Resources (Pearson)

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)  
3. General Elective (GE)/ Open Elective (OE)  
3.C Service Marketing (3 Credits)  
Semester V**

<b>3. General Elective (GE)/ Open Elective (OE)</b>	
<b>3.C Service Marketing</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To equip the learners with requisite knowledge, skills and right attitude to provide effective service delivery.
CObj 2	To develop competent management professionals with strong ethical values capable of assuming pivotal role in various sectors of the economy.
CObj 3	To identify the target segment and formulate the right marketing mix for customer satisfaction.
CObj 4	Analyze the factors affecting business environment, study the failures and strategize recovery.
CObj 5	To provide insights into the challenges and opportunities at national and global level.
<b>Course Outcomes</b>	
COut 1	The learners learn the significance of service marketing concept, understand its nuances.
COut 2	There is understanding of deeper aspects of successful service marketing mix for different markets by better knowledge of macro and microenvironments.
COut 3	The student gets the right idea of guessing customer expectations and translate into genuine valued service for customers by studying the Gaps and dimensions used by customers for service evaluation.
COut 4	Understand contemporary research trends, following right ethical values and produce quality service.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Services Marketing	15
2	Services Marketing Mix & Positioning	15
3	Managing Service Quality & Global Strategies	15
<b>Total</b>		<b>45</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction to Services Marketing</b>
	<ul style="list-style-type: none"> <li>● Concept, Characteristics, Services Marketing Triangle</li> <li>● Purchase Process &amp; Challenges in Services Marketing</li> <li>● Role of Services in Modern Economy, Factors Affecting Growth</li> <li>● Goods vs Services Marketing, Consumer Buying Behavior</li> <li>● Customer Involvement, Contact Type, Service Delivery Options</li> <li>● Consumer buying Behavior for services,</li> <li>● Variations in Customer Involvement,</li> <li>● Sensitivity to Customers' Reluctance to Change, Options for service delivery</li> </ul>
<b>2</b>	<b>Services Marketing Mix &amp; Positioning</b>
	<ul style="list-style-type: none"> <li>● Service Product: Development Process, Service Flower, Product Level</li> <li>● Pricing Mix: Objectives, Factors, Strategies</li> <li>● Promotion &amp; Place/Distribution of Services</li> <li>● Positioning of services, positioning strategies</li> <li>● Branding of Services: Problems &amp; Solutions</li> <li>● Demand &amp; Supply Management, Yield Managemen</li> </ul>
<b>3</b>	<b>Managing Service Quality &amp; Global Strategies</b>
	<ul style="list-style-type: none"> <li>● Improving Service Quality &amp; Productivity</li> <li>● GAP Model, Benchmarking, Measuring Service Quality (SERVQUAL Model)</li> <li>● Defining &amp; Improving Productivity, Service Culture</li> <li>● Service Recovery Strategies</li> <li>● Factors and Elements favoring Transnational Strategy</li> <li>● International &amp; Global Strategies: Trends in Tourism, Hospitality, Healthcare, Banking, Insurance, IT, Education</li> <li>● Ethics in Services Marketing</li> </ul>

**Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Service Marketing**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	<b>Total</b>	<b>75</b>	<b>60</b>



**Reference Books:**

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

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**4. Vocational & Skill Enhancement Courses**

**4.A Vocational Skill Course**

**4.A.a Direct Taxes (2 Credits)**

**Semester V**

4. Vocational & Skill Enhancement Courses	
4.A Vocational Skill Course	
4.A.a Direct Taxes	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	<b>Learners will be able to understand</b> direct taxation, its role in Government revenue, and its distinction from indirect taxes.
CObj 2	<b>Learners will be able to compute</b> total income and Tax under various heads considering residential status and exempt income by accommodating the provisions for clubbing of income along with set off and carry forward of losses.
CObj 3	<b>Learners will be able to compute</b> tax based on applicable provisions, including TDS, TCS, and advance tax along with the return filing procedure.
CObj 4	<b>Learners will be able to apply</b> provisions related to assessment, appeals, penalties, interest and prosecution under tax laws.
CObj 5	<b>Learners will be able to interpret</b> special provisions and miscellaneous tax regulations for compliance.
Course Outcomes	
COut 1	<b>Learners understood</b> direct taxation, its role in Government revenue, and its distinction from indirect taxes.
COut 2	<b>Learners computed</b> total income and Tax under various heads considering residential status and exempt income by accommodating the provisions for clubbing of income along with set off and carry forward of losses.
COut 3	<b>Learners computed</b> tax based on applicable provisions, including TDS, TCS, and advance tax along with the return filing procedure.
COut 4	<b>Learners applied</b> provisions related to assessment, appeals, penalties, interest and prosecution under tax laws.
COut 5	<b>Learners interpreted</b> special provisions and miscellaneous tax regulations for compliance.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Direct Taxes	10
2	Heads of Income & Computation of Total Income	10
3	Return of Income, TDS, TCS, Advance Tax & Miscellaneous Provisions	10
<b>Total</b>		<b>30</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction to Direct Taxes</b>
	<ul style="list-style-type: none"> <li>• Taxation as a source of Government Revenue</li> <li>• Difference between Direct and Indirect Taxation</li> <li>• Basic Terminologies</li> <li>• Administrative Structure</li> <li>• Scope of Total Income</li> <li>• Residential Status</li> <li>• Exempt Income</li> <li>• Tax Planning, Tax Management &amp; Tax Evasion.</li> </ul>
<b>2</b>	<b>Heads of Income &amp; Computation of total income</b>
	<ul style="list-style-type: none"> <li>• Income from Salaries</li> <li>• Income from House Property</li> <li>• Income from Capital Gains</li> <li>• Profits &amp; Gains from Business &amp; Profession</li> <li>• Income from Other Sources</li> <li>• Clubbing of Income</li> <li>• Set off and Carry forward of Losses</li> <li>• Deductions from Total Income</li> <li>• Computation of Total Income &amp; Tax</li> </ul>
<b>3</b>	<b>Return of Income, TDS, TCS, Advance Tax &amp; Miscellaneous Provisions</b>
	<ul style="list-style-type: none"> <li>• Understanding Slab rates of taxes.</li> <li>• Filing of Returns, Assessment &amp; Appeals</li> <li>• Provisions pertaining to Tax Deducted and Collected at Source</li> <li>• Advanced Tax &amp; Refund of Tax</li> <li>• Provisions pertaining to Interest &amp; Penalties for violation of Income Tax Laws.</li> <li>• Provisions pertaining to under-reporting of income.</li> <li>• Miscellaneous &amp; Special Provisions.</li> </ul>

### Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

### Question Paper Pattern (Academic Year: 2025-2026)

#### Direct Taxes

#### Internal Examination & Semester End Examination – 50 Marks

#### A] Internal Evaluation - 20 Marks

Method of Evaluation	Marks
Assignment	10
Case Study/ Project	10
<b>Total</b>	<b>20</b>

#### B] Semester End Examination (SEE)- 30 Marks

Maximum Marks: 30

Duration: 1 Hour

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 2)</b> A. Theory/Concept/Numerical Based question B. Theory/Concept/Numerical Based question C. Theory/Concept/Numerical Based question	5 5 5	10
<b>Q2.</b>	<b>Answer the following questions (Any 2)</b> A. Theory/Concept/Numerical Based question B. Theory/Concept/Numerical Based question C. Theory/Concept/Numerical Based question	5 5 5	10
<b>Q3.</b>	<b>Answer the following questions (Any 2)</b> A. Theory/Concept/Numerical Based question B. Theory/Concept/Numerical Based question C. Theory/Concept/Numerical Based question	5 5 5	10

	<b>Total</b>	<b>45</b>	<b>30</b>
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**Reference Books:**

- "Income Tax Act, 1961" – Government of India (Bare Act with latest amendments)
- "Direct Tax Laws & International Taxation – Module" – The Institute of Chartered Accountants of India (ICAI)
- "Direct Taxes Law & Practice" – Dr. Vinod K. Singhanian & Dr. Monica Singhanian
- "Students' Guide to Income Tax" – Dr. Vinod K. Singhanian & Dr. Monica Singhanian
- "Professional Approach to Direct Tax Laws & International Taxation" – Dr. Girish Ahuja & Dr. Ravi Gupta
- "Income Tax Law & Practice" – Dr. H.C. Mehrotra & Dr. S.P. Goyal
- "Taxation (Direct & Indirect)" – T.N. Manoharan & G.R. Hari

**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**5. Field Project / Apprenticeship / Community Engagement & Services**  
**5.A Campus Preparatory - Competence and Employability (2 Credits)**  
**Semester V**

<b>5. Field Project / Apprenticeship / Community Engagement &amp; Services</b>	
<b>5.A Campus Preparatory - Competence and Employability</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	
CObj 2	
CObj 3	
<b>Course Outcomes</b>	
COut 1	
COut 2	
COut 3	

**CRITERIA FOR EVALUATING POWERPOINT PRESENTATION/ CASE STUDY/ APPLICATION  
BASED ACTIVITY:**

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester:

Name of the Topic			Date of Presentation:				
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
-----							
Name of the Topic			Date of Presentation:				
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
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Name of the Topic			Date of Presentation:				
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							



S P Mandali's  
R. A. PODAR COLLEGE OF COMMERCE AND ECONOMICS  
(EMPOWERED AUTONOMOUS),  
Matunga, Mumbai-400019

Syllabus  
And  
Question paper pattern of Course  
of  
**Bachelor of Management Studies Programme**  
**Third Year Semester VI**

As per National Education Policy 2020  
To be implemented from Academic Year 2025- 2026

College Website: [www.rapodar.ac.in](http://www.rapodar.ac.in)

**Bachelor of Management Studies Programme  
Syllabus as per National Education Policy 2020**

*Course Structure*

**T.Y.B.M.S. (Level 5.5)**

**(To be implemented from Academic Year 2025-26)**

No of Courses	Course Code	Semester VI	Credits
<b>1</b>	<b>Major (12 credits)</b>		
<b>1.A</b>	<b>Course I</b>		
1.A. a		Operations Research	<b>04</b>
<b>1.A</b>	<b>Course II *</b>		
1.A. b		Project Management	<b>04</b>
1.A.c		GIG Economy	<b>04</b>
1.A. d		Retail Management	<b>04</b>
<b>1.A</b>	<b>Course III *</b>		
1.A. e		Fintech and Financial Innovation	<b>04</b>
1.A. f		Talent Acquisition and Management	<b>04</b>
1.A. g		International Marketing	<b>04</b>
<b>2</b>	<b>Minor (03 credits)</b>		
2.A		Governance Risk and Ethical Compliances	<b>03</b>
<b>3</b>	<b>General Elective (GE)/ Open Elective (OE) (03 Credits)</b>		
3.A		International Finance	<b>03</b>
3.B		HRM in Service Sector Management	<b>03</b>
3.C		Brand Management	<b>03</b>
<b>4</b>	<b>Vocational &amp; Skill Enhancement Courses (VSEC) (02 credits)</b>		
<b>4.A</b>	<b>Vocational Skill Course (VSC)</b>		
4.A. a		Indirect Taxes	<b>02</b>

<b>5</b>	<b>Field Project / Apprenticeship / Community Engagement &amp; Services (02 credits)</b>		
5.A. a		Internship or Project Work	<b>02</b>
<b>TOTAL CUMULATIVE CREDITS</b>			<b>22</b>

As per NEP, learners are encouraged to select diverse courses. As a result of which learners will select their major courses of a particular domain of knowledge whereas courses of a different domain of knowledge will be offered under general / open elective.

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course I**

**1.A.a Operations Research**

**Semester VI**

<b>1. Major</b>	
<b>1.A Course I</b>	
<b>1.A.a Operations Research</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To help learners to solve various problems practically.
CObj 2	To make learners proficient in case analysis and interpretation.
CObj 3	To understand mathematical models used in Operations Research.
CObj 4	To apply these techniques constructively to make effective business decisions and improve its quality.
CObj 5	Identify optimum solution.
CObj 6	Improve the objectivity of analysis.
<b>Course Outcomes</b>	
COut 1	The learners learn to understand mathematical models used in Operations Research.
COut 2	The learners learn to Identify optimum solution.
COut 3	The learners learn to make learners proficient in case analysis and interpretation.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
3	Network Analysis	15
4	Job Sequencing and Theory of Games	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Introduction to Operations Research and Linear Programming</b>
	<p>Introduction to Operations Research, Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</p> <p>Linear Programming Problems: Introduction and Formulation, Introduction to Linear Programming, Applications of LP, Components of LP, Requirements for Formulation of LP Problem, Assumptions Underlying Linear Programming, Steps in Solving LP Problems</p> <p>LPP Formulation (Decision Variables, Objective Function, Constraints, Non-Negativity Constraints)</p> <p>c) Linear Programming Problems: Graphical Method, Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z), Two Decision Variables and Maximum Three Constraints Problem, Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. d) Linear Programming Problems: Simplex Method, Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z)</p> <p>Numericals on Degeneracy in Maximization Simplex Problems., Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations), All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.), Concepts: Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non-Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</p> <p>Note: 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included.</p>

2	<b>Assignment and Transportation Models</b>
	<p>a) Assignment Problem – Hungarian Method, Maximization &amp; Minimization Type Problems, Balanced and Unbalanced Problems. Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. , Simple Formulation of Assignment Problems. , Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included. b) Transportation Problems, Maximization &amp; Minimization Type Problems. , Balanced and Unbalanced problems. , Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. , Simple Formulation of Transportation Problems. , Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) , Maximum 5 x 5 Transportation Matrix. , Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and <math>\Delta</math>), Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. Note: 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Numerical is included.</p>
3	<b>Network Analysis</b>
	<p>a) Critical Path Method (CPM), Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, Construction of a Network Diagram. Node Relationship and Precedence Relationship. Principles of Constructing Network Diagram. Use of Dummy Activity, Numerical Consisting of Maximum Ten ( 10) Activities. , Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float b) Project Crashing • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing c) Program Evaluation and Review Technique (PERT) • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using (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 and Simple Questions related to PERT Technique.</p>
4	<b>Job Sequencing and Theory of Games</b>

	<p>Job Sequencing Problem, Processing Maximum 9 Jobs through Two Machines only. , Processing Maximum 6 Jobs through Three Machines only. , Calculations of Idle Time, Elapsed Time etc.</p> <p>Theory of Games, Introduction, Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. , Types of Games. , Numerical based on: □ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.</p> <p>MS project to be used as a teaching pedagogy</p>
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### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Operations Research**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15



	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Operations Research – An introduction 6th Edition, Taha H.A., Hall of India
- Operations Research Techniques for Management 7th Edition, Kapoor V.K., Sultan Chand & Sons
- Operations Research 9th Edition, Kantiswarup, Gupta P.K. & Sultan Chand & Sons Manmohan
- Operations Research 8th Edition, Sharma S.D., Kedarnath, Ramnath & Company
- Operations Research 2nd Edition, Bronson R, Shaum's Outline Series
- Quantitative Techniques in Management 3rd Edition, Vora N.D., Tata McGraw Hill co.
- Principles & Application 3rd Ed, Shreenath L.S., PERT & CPM, Affiliated East-West Press Pvt. Ltd.
- Principles of Operations Research 2nd Edition, Wagener H.M., Prentice – Hall of India

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course II**

**1.A.b Project Management (4 Credits)**

**Semester VI**

<b>1. Major</b>	
<b>1.A Course II</b>	
<b>1.A.b Project Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management.
CObj 2	To give a comprehensive overview of Project Management as a separate area of Management.
CObj 3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management.
<b>Course Outcomes</b>	
COut 1	The learners learn to Project handling and selection by using technical Analysis.
COut 2	The learners learn to Budgeting, Cost & Risk Estimation in Project Management.
COut 3	The learners learn the new dimensions in project management by project monitoring and controlling, problem solving approach.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Project Management & Project Initiation	15
2	Analyzing Project Feasibility	15
3	Budgeting, Cost & Risk Estimation in Project Management	15
4	New Dimensions in Project Management	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Introduction to Project Management &amp; Project Initiation</b>
	<p><b>a) Introduction to Project Management:</b>            Meaning/Definition of Project &amp; Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</p> <p><b>Organizational Structure (Project Organization):</b> , Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</p> <p><b>Project Initiation:</b>            Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection ( Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection            Project evaluation methods- Payback, ARR, NPV, Profitability Index, IRR and Discounted Payback period            Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager            Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling</p>
<b>2</b>	<b>Analyzing Project Feasibility</b>
	<p><b>a) Project Feasibility Analysis:</b>            Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility            Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility</p>

	<p>SWOT Analysis ( Environment Impact Assessment, Social Cost Benefit Analysis)</p> <p><b>Market Analysis:</b>, Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p><b>Technical Analysis:</b>, Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</p> <p><b>Operational Analysis:</b>, Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning &amp; Control, Material Management - Work Study &amp; Method Study, Lean Operations</p>
<b>3</b>	<b>Budgeting, Cost &amp; Risk Estimation in Project Management</b>
	<p><b>Funds Estimation in Project:</b>, Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets &amp; Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</p> <p><b>Risk Management in Projects:</b>, What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis &amp; Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p><b>Cost Benefit Analysis in Projects</b>, Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p>
<b>4</b>	<b>New Dimensions in Project Management</b>
	<p><b>Modern Development in Project Management:</b>, Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</p> <p><b>Project Monitoring &amp; Controlling:</b>, Introduction to Project Monitoring &amp; Controlling, The Planning – Monitoring Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</p> <p><b>Project Termination &amp; Solving Project Management Problems:</b> , Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review &amp; Administrative Aspects, Execution Tools for Closing of Projects</p>

### Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.



**Question Paper Pattern (Academic Year: 2025-2026)**  
**Project Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Harold Kerzer, Project Management–A System Approach to Planning, Scheduling & Controlling
- Jack .R. Meredith & Samuel .J. Mantel, Jr., Project Management – A Managerial Approach
- Bhavesh .M. Patel, Project Management – Strategic Financial Planning , Evaluation & Control

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course II**

**1.A.c GIG Economy (4 Credits)**

**Semester VI**

<b>1. Major</b>	
<b>1.A Course II</b>	
<b>1.A.c GIG Economy</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To comprehend the evolution, drivers, and characteristics of the gig economy and contingent workforce, including its legal and ethical implications.
CObj 2	To develop practical skills in sourcing, onboarding, managing performance, and building relationships with contingent workers.
CObj 3	To learn how to strategically integrate contingent workers into workforce planning and align their contributions with organizational goals.
CObj 4	To understand the role of technology in managing contingent workers and analyze the evolving responsibilities of HR in the gig economy.
CObj 5	To develop strategies for effectively managing a hybrid workforce comprising both permanent employees and contingent workers.
<b>Course Outcomes</b>	
COOut 1	learners will be able to critically analyze the gig economy, its impact on businesses and workers, and the associated legal and ethical considerations. They can differentiate worker classifications and assess the implications.
COOut 2	Learners will be able to apply practical HR skills to manage the entire contingent workforce lifecycle, from recruitment and onboarding to performance management and relationship building. They can design effective processes and tools.
COOut 3	Learners will be able to integrate contingent workforce strategies into broader organizational planning, aligning talent acquisition and management with business objectives. They can develop workforce plans that optimize the mix of talent.
COOut 4	Learners will be able to evaluate and utilize technology solutions for managing contingent workers and understand the changing role of HR in the gig economy.



	They can identify and implement relevant technologies.
COut 5	Learners will be able to develop strategies for effectively managing a hybrid workforce, fostering collaboration, and building a cohesive organizational culture. They can navigate the complexities of a blended workforce model.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding the Gig Economy and Contingency Workforce	20
2	Managing the Contingent Workforce Lifecycle	20
3	Strategic Implications and HR's Role	20
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Understanding the Gig Economy and Contingency Workforce</b>
	<ul style="list-style-type: none"> <li>● <b>Introduction to the Gig Economy:</b> Defining the gig economy, its drivers, and its evolution. Differentiating between independent contractors, freelancers, consultants, and other contingent workers. Examining the global landscape of the gig economy and its growth trajectory.</li> <li>● <b>The Rise of Contingent Work:</b> Exploring the factors contributing to the increasing prevalence of contingent work. Analyzing the benefits and drawbacks of contingent work for both organizations and workers. Discussing the changing nature of work and the implications for traditional employment models.</li> <li>● <b>Legal and Regulatory Framework:</b> Examining the legal classifications of contingent workers and the implications for employment law, taxes, and benefits. Discussing compliance issues related to misclassification and independent contractor status. Exploring international variations in gig economy regulations.</li> <li>● <b>The Future of Work:</b> Analyzing the long-term implications of the gig economy for the labor market, skills development, and social safety nets. Discussing the ethical considerations surrounding contingent work, including worker rights, pay equity, and access to benefits.</li> </ul>

2	<b>Managing the Contingent Workforce Lifecycle</b>
	<ul style="list-style-type: none"> <li>● <b>Sourcing and Recruitment:</b> Developing effective strategies for attracting and recruiting contingent workers. Leveraging online platforms and talent marketplaces. Understanding the unique recruitment needs of different types of contingent workers. Building a strong employer brand within the gig economy.</li> <li>● <b>Onboarding and Integration:</b> Designing onboarding programs that effectively integrate contingent workers into the organization. Communicating clear expectations and project requirements. Providing access to necessary resources and tools. Building relationships and fostering collaboration between contingent workers and permanent employees.</li> <li>● <b>Performance Management:</b> Developing performance metrics and evaluation systems for contingent workers. Providing regular feedback and coaching. Managing performance issues and contract renewals. Balancing flexibility with accountability.</li> <li>● <b>Compensation and Benefits:</b> Designing competitive compensation structures for contingent workers. Addressing issues related to pay equity and benefits access. Exploring innovative benefit options for gig workers, such as portable benefits.</li> <li>● <b>Relationship Management:</b> Building and maintaining strong relationships with contingent workers. Fostering a sense of community and belonging. Managing communication and resolving conflicts. Developing strategies for retaining top contingent talent.</li> </ul>
3	<b>Strategic Implications and HR's Role</b>
	<ul style="list-style-type: none"> <li>● <b>Strategic Workforce Planning:</b> Integrating contingent workers into overall workforce planning strategies. Forecasting contingent workforce needs. Optimizing the mix of permanent and contingent workers. Aligning contingent workforce strategies with business objectives.</li> <li>● <b>Technology and the Gig Economy:</b> Exploring the role of technology in managing the contingent workforce. Utilizing platforms and tools for sourcing, onboarding, managing, and paying contingent workers. Analyzing data to optimize contingent workforce performance.</li> <li>● <b>HR's Evolving Role:</b> Understanding the changing role of HR in the gig economy. Developing new HR competencies and skills. Leading the transformation of HR processes and systems. Becoming a strategic partner in managing the contingent workforce.</li> <li>● <b>Risk Management and Compliance:</b> Identifying and mitigating risks associated with contingent workforce management. Ensuring compliance with</li> </ul>

	<p>labor laws and regulations. Developing policies and procedures for managing contingent workers.</p> <ul style="list-style-type: none"><li>● <b>Building a Hybrid Workforce Model:</b> Developing strategies for effectively managing a hybrid workforce that includes both permanent employees and contingent workers. Creating a cohesive organizational culture that embraces diversity and flexibility. Navigating the complexities of managing a multi-faceted workforce.</li></ul>
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### Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**GIG Economy**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Human Resource Management by Gary Dessler
- Human Resource Management by Noe, Hollenbeck, Gerhart, and Wright
- The Routledge Handbook of the Gig Economy edited by Immanuel Ness
- Giggged: The Gig Economy and the Future of Work by Sarah Kessler
- The Fissured Workplace: Why Work Became So Bad for So Many and What Can Be Done About It by David Weil
- SHRM's Employment Law Handbook
- Independent Contractor vs. Employee: A Practical Guide to Compliance by the American Bar Association

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course II**

**1.A.d Retail Management (4 Credits)**

**Semester VI**

<b>1. Major</b>	
<b>1.A Course II</b>	
<b>1.A.d Retail Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To familiarize the learners with retail management concepts and operations.
CObj 2	To provide understanding of retail management and types of retailers.
CObj 3	To develop an understanding of retail management terminology including merchandize management, store management and retail strategy.
CObj 4	To create awareness about emerging trends in retail management.
<b>Course Outcomes</b>	
COout 1	The learners have learnt the consumer decision-making process.
COout 2	The student can Identify a situation in which a customer has conflicting needs.
COout 3	The student can use the multi attribute model, explain how customers evaluate retailers.

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Retail Management- An overview	15
2	Retail Consumer and Retail Strategy	15
3	Merchandise Management and Pricing	15
4	Managing and Sustaining Retail	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
1	<b>Retail Management- An overview</b>
	<p>Retail Management: , Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</p> <p>Retail Formats: , Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning,</p> <p>Emerging Trends in Retailing , Impact of Globalization on Retailing , I.T in Retail: Importance, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels , FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario , Franchising: Meaning, Types, Advantages and Limitations, Franchising in India , Green Retailing , Airport Retailing</p>
2	<b>Retail Consumer and Retail Strategy</b>
	<p>Retail Consumer/Shopper: , Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</p> <p>CRM in Retail: , Meaning, Objectives , Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</p> <p>Retail Strategy: , Meaning, Steps in Developing Retail Strategy, Retail Value Chain</p> <p>Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location, Strategy for differentiation and competition</p> <p>Model for collaboration (CPFR) Collaboration Planning Forecasting and replenishment</p> <p>HRM in Retail: , Meaning, Significance, Functions , Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</p>
3	<b>Merchandise Management and Pricing</b>
	<p>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>Buying Function: , Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer</p> <p>Concept of Lifestyle Merchandising</p> <p>Private Label , Meaning, Need and Importance, Private Labels in India</p> <p>Retail Pricing , Meaning, Considerations in Setting Retail Pricing , Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing,</p>

	<p>Multiple Pricing, Anchor Pricing , Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price, Self-Selected Variable Pricing/ Second Degree Price Discrimination Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing, Variable Pricing by Market Segment/ Third Degree Price Discrimination, 4 P's of Category management- Product, Placement, Price and Promotion Challenges in category management</p>
<b>4</b>	<b>Managing and Sustaining Retail</b>
	<p>Retail Store Operations: ,Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) Store Design and Layout: , Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospheric and Aesthetics , Store Layout- Meaning, Types: Grid, Racetrack, Free Form , Signage and Graphics: Meaning, Significance, Concept of Digital Signage • Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</p>

#### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.



**Question Paper Pattern (Academic Year: 2025-2026)**  
**Course Name**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai.
- Michael Levy & Barton A Weitz, “Retailing Management”, Tata Mc Graw Hill
- Jim, “Retail Strategies-understanding why we shop”, Jaico Publishing House, Mumbai.
- Dunne Lusch, “Retail Management”, South Western Cengage Learning
- K.S. Menon, “Store Management”, Macmillan India Ltd.,
- Keith Lincoln, Lars Thomessen & Anthony Aconis, “Retailization -Brand Survival in the Age of Retailer Power”, Kogan Page Ltd.,
- Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill.
- Bajaj, Tulli & Shrivastava, “Retail Management”, Oxford University Press
- Kishore Biyani, “It Happens in India”& “The Wall Mart Story” Store Manager, Organiser / Planner- DMS Retail
- Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai.

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course III**

**1.A.e Fintech and Financial Innovation (4 Credits)**

**Semester VI**

<b>1. Major</b>	
<b>1.A Course III</b>	
<b>1.A.e Fintech and Financial Innovation</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To explore the definition, scope, evolution, and key drivers of FinTech.
CObj 2	To study digital payments, blockchain, alternative lending, and market players.
CObj 3	To examine AI, robo-advisors, InsurTech, and regulatory tech in finance.
CObj 4	To assess FinTech hubs, cross-border finance, and future innovations like CBDCs.
<b>Course Outcomes</b>	
COut 1	Understand the evolution of FinTech and its disruption of traditional financial services.
COut 2	Analyze the role of technologies such as blockchain, AI, and machine learning in transforming financial systems.
COut 3	Evaluate key financial innovations, including peer-to-peer lending, cryptocurrency, and digital payments.
COut 4	Discuss regulatory and ethical challenges in FinTech.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to FinTech	15
2	Analyzing Project Feasibility	15
3	Budgeting, Cost & Risk Estimation in Project Management	15
4	New Dimensions in Project Management	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Introduction to FinTech</b>
	<ul style="list-style-type: none"> <li>• Definition and scope of FinTech</li> <li>• Historical evolution of financial services</li> <li>• Key drivers of FinTech innovation</li> </ul> <p><b>The FinTech Ecosystem</b></p> <ul style="list-style-type: none"> <li>• Overview of players: startups, traditional banks, regulators, and investors</li> <li>• Collaboration between FinTech firms and traditional financial institutions</li> </ul> <p><b>Digital Payments and Wallets</b></p> <ul style="list-style-type: none"> <li>• Payment systems and infrastructure</li> <li>• Mobile payments, digital wallets, and QR code technology</li> <li>• Case studies: PayPal, Venmo, and Alipay</li> </ul>
<b>2</b>	<b>Blockchain Technology</b>
	<ul style="list-style-type: none"> <li>• Fundamentals of blockchain and distributed ledger technology (DLT)</li> <li>• Smart contracts and decentralized finance (DeFi)</li> </ul> <p>Case studies: Ethereum, Bitcoin, and Ripple</p> <p><b>Cryptocurrencies and Tokenomics</b></p> <ul style="list-style-type: none"> <li>• Overview of cryptocurrencies</li> <li>• Initial Coin Offerings (ICOs) and token-based economies</li> <li>• Regulatory perspectives on digital assets</li> </ul> <p><b>Alternative Lending Models</b></p> <ul style="list-style-type: none"> <li>• Peer-to-peer (P2P) lending platforms</li> <li>• Crowdfunding and microfinance innovations</li> <li>• Case studies: LendingClub, Funding Circle</li> </ul>
<b>3</b>	<b>Robo-Advisors and Wealth Management</b>
	<ul style="list-style-type: none"> <li>• Automated investment advisory services</li> </ul>

	<ul style="list-style-type: none"> <li>• Portfolio optimization and algorithmic trading</li> <li>• Case studies: Betterment, Wealthfront</li> </ul> <p><b>InsurTech</b></p> <ul style="list-style-type: none"> <li>• Innovations in insurance technology</li> <li>• Data-driven risk assessment and personalized insurance products</li> <li>• Case studies: Lemonade, Metromile</li> </ul> <p><b>Artificial Intelligence in FinTech</b></p> <ul style="list-style-type: none"> <li>• Machine learning applications in fraud detection, credit scoring, and customer service</li> <li>• Chatbots and natural language processing (NLP) in financial services</li> </ul>
<b>4</b>	<b>Regulatory Technology</b>
	<ul style="list-style-type: none"> <li>• Compliance and reporting automation</li> <li>• Anti-money laundering (AML) and Know Your Customer (KYC) innovations</li> <li>• Ethical and privacy considerations</li> </ul> <p><b>Global Perspectives on FinTech</b></p> <ul style="list-style-type: none"> <li>• Regional trends: FinTech hubs in Asia, Europe, and North America</li> <li>• Cross-border payments and remittances</li> </ul> <p><b>Emerging Trends and the Future of FinTech</b></p> <ul style="list-style-type: none"> <li>• Central Bank Digital Currencies (CBDCs)</li> <li>• Quantum computing in finance</li> <li>• Green and sustainable FinTech</li> </ul>

### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Fintech and Financial Innovation**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- The FinTech Book by Susanne Chishti and Janos Barberis
- Blockchain Revolution by Don Tapscott and Alex Tapscott
- Articles from Harvard Business Review, McKinsey, and industry whitepapers

**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**1. Major**  
**1.A Course III**  
**1.A.f Talent Acquisition and Management (4 Credits)**  
**Semester VI**

<b>1. Major</b>	
<b>1.A Course III</b>	
<b>1.A.f Talent Acquisition and Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	Understand the fundamentals of talent acquisition and its strategic importance in organizations.
CObj 2	Learn modern recruitment techniques and tools.
CObj 3	Develop skills for sourcing, assessing, and hiring the right talent.
CObj 4	Explore data-driven approaches and technology in talent acquisition.
CObj 5	Understand diversity, equity, and inclusion in recruitment strategies.
<b>Course Outcomes</b>	
COut 1	The learners will understand the fundamentals of talent acquisition and its strategic importance in organizations.
COut 2	The learners will gain knowledge of modern recruitment techniques and tools.
COut 3	The learners will develop skills for sourcing, assessing, and hiring the right talent.
COut 4	The learners will explore data-driven approaches and technology in talent acquisition.
COut 5	The learners will understand diversity, equity, and inclusion in recruitment strategies.



### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Talent Acquisition	15
2	Employer Branding and Enhancing Candidate Evaluation	15
3	Leveraging Technology in Recruitment	15
4	Recruitment Strategy and Talent Acquisition Trends	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules
<b>1</b>	<b>Introduction to Talent Acquisition</b>
	Definition and Scope of Talent Acquisition Importance of Talent Acquisition in HR Strategy Differences Between Talent Acquisition and Recruitment Current Trends in Talent Acquisition Advanced Talent Acquisition Strategies Building Talent Pipelines and Succession Planning Passive Candidate Engagement Recruitment Marketing Campaigns Collaboration Between HR and Hiring Managers
<b>2</b>	<b>Employer Branding and Enhancing Candidate Evaluation</b>
	<b>Employer Branding</b>  Importance of Employer Branding Crafting an Employer Value Proposition (EVP) Using Social Media and Marketing for Employer Branding Measuring Employer Brand Success  <b>Candidate Evaluation &amp; Emotional Intelligence</b>  Behavioral Assessment & Emotional Intelligence Cultural Fit and Soft Skills Recognition Improving Decision-Making in Hiring Bias Reduction in Recruitment Strengthening Team Dynamics through Talent Acquisition Conflict Resolution and Stress Management for Recruiters
<b>3</b>	<b>Leveraging Technology in Recruitment</b>

	Applicant Tracking Systems (ATS) Artificial Intelligence (AI) in Talent Acquisition Using Recruitment Analytics and Metrics Virtual Recruiting and Remote Hiring Assessments and Activities: Case Studies on Recruitment Challenges Hands-On Experience with an ATS Tool Creating a Social Media Recruitment Campaign Role-Playing Interview Scenarios
<b>4</b>	<b>Recruitment Strategy and Talent Acquisition Trends</b>
	Workforce Planning and Forecasting Diversity, Equity, and Inclusion (DEI) in Talent Acquisition Employer Brand Positioning in Competitive Markets Ethics and Legal Considerations in Hiring Global Talent Acquisition: Managing Cross-Border Hiring

### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Talent Acquisition and Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15

	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- "Who: The A Method for Hiring" by Geoff Smart & Randy Street
- "Work Rules!" by Laszlo Bock
- "The Talent Delusion" by Tomas Chamorro-Premuzic
- Articles and Industry Reports
- Online Courses and Webinars

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**1. Major**

**1.A Course III**

**1.A.g International Marketing (4 Credits)**

**Semester VI**

<b>1. Major</b>	
<b>1.A Course III</b>	
<b>1.A.g International Marketing</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To gain knowledge and understanding of key issues associated with international marketing.
CObj 2	To provide an insight on the dynamics of International Marketing Environment.
CObj 3	To understand the impact of international issues on the marketing mix.
CObj 4	To develop skills in researching and analyzing trends in global markets and in modern marketing practice.
<b>Course Outcomes</b>	
COut 1	The learners develop an understanding of major aspects related to international marketing.
COut 2	They develop skills in researching and analyzing trends in global markets and in modern marketing practice.
COut 3	They are able to identify the impact of global macro and micro environment on businesses.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to International Marketing & Trade	15
2	International Marketing Environment and Marketing Research	15
3	International Marketing Mix	15
4	Trends in International Marketing	15
<b>Total</b>		<b>60</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	Introduction to International Marketing & Trade
	Introduction of International Marketing: Meaning, Features , Need and Drivers , Process, Phases , Benefits, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Stages of Internationalization, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, b) Introduction to International Trade: Concept of International Trade and theories, Barriers to Trade: Tariff and Non-Tariff, Trading Blocs: SAARC, ASEAN, NAFTA, EU, OPEC
<b>2</b>	International Marketing Environment and Marketing Research
	International Marketing Environment: Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) , INCOTERMPolitical 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) b) Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research
<b>3</b>	International Marketing Mix
	International Product Decision International Product Line Decisions, Product

	<p>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> <p>International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing, International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</p> <p>International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel</p> <p>International Promotion Decisions Concept of International Promotion Decision International Promotional Campaigns process: Standardization V/S Adaptation of International Promotional Strategies International Promotional Tools/Elements</p>
<b>4</b>	<b>Developments in International Marketing</b>
	<p>Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan</p> <p>International strategies: Need for International Strategies, Types of International Strategies</p> <p>Concept of Balance of Payments and Trade</p> <p>International Marketing of Services Concept, Features, Need, Drivers, Advantages and Disadvantages of Global Service Marketing, Service Culture</p>

### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**International Marketing**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q2.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q3.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15
<b>Q4.</b>	<b>Answer the following questions (Any 3)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question	5 5 5 5	15



	<b>Total</b>	<b>80</b>	<b>60</b>
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**Reference Books:**

- Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .
- RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007.
- SakOnkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition
- Francis Cherunilam, International Business, PHI Leaning Private Limited New Delhi, Fifth Edition
- Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.
- Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition
- Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition
- Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition
- Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007 11. Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication, Fifth Edition
- Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtechpress , Edition 2011

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**2. Minor**

**2.A Governance Risk and Ethical Compliances (3 Credits)  
Semester VI**

<b>2. Minor</b>	
<b>2.A Governance Risk and Ethical Compliances</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To understand the principles, frameworks, and significance of corporate governance and its role in organizational sustainability.
CObj 2	To explore risk management strategies, processes, and tools used for identifying, assessing, and mitigating risks in business.
CObj 3	To examine ethical theories, professional standards, and corporate social responsibility (CSR) frameworks in ensuring ethical decision-making.
CObj 4	To analyze regulatory frameworks, compliance requirements, and their impact on corporate operations and financial integrity.
CObj 5	To develop critical thinking and decision-making skills for addressing governance challenges, managing risks, and ensuring ethical conduct in business.
<b>Course Outcomes</b>	
COut 1	Explain the key concepts of corporate governance, risk management, and ethical compliance in business environments.
COut 2	Evaluate different corporate governance models, principles, and best practices in national and international contexts.
COut 3	Identify various types of business risks, assess their potential impact, and apply risk management strategies to mitigate them.
COut 4	Analyze ethical dilemmas in corporate decision-making and propose ethical solutions based on established theories and frameworks.
COut 5	Demonstrate an understanding of regulatory and compliance requirements in corporate governance and their role in financial transparency.
COut 6	Apply governance and risk management tools in real-world business scenarios to enhance organizational integrity and accountability.
COut 7	Assess the role of corporate social responsibility (CSR) and sustainability in driving ethical business practices.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Governance and Responsibility	15
2	Internal Control and Review	15
3	Professional Values, Ethics, and Social Responsibility	15
<b>Total</b>		<b>45</b>

Sr. No.	Modules
<b>1</b>	<b>Governance and Responsibility</b>
	<p>Understanding corporate governance principles and their role in organizational management and accountability.</p> <p>Exploring agency relationships and theories, including the dynamics between principals and agents.</p> <p>Examining the roles and responsibilities of boards of directors and board committees.</p> <p>Analyzing directors' remuneration and its impact on governance.</p> <p>Comparing different approaches to corporate governance and corporate social responsibility.</p> <p>Discussing governance reporting and disclosure requirements.</p>
<b>2</b>	<b>Internal Control and Review:</b>
	<p>Studying management control systems within corporate governance frameworks.</p> <p>Assessing the role of internal control, audit, and compliance in governance.</p> <p>Understanding internal control reporting mechanisms.</p> <p>Evaluating management information systems in audit and internal control.</p> <p><b>Controlling and Managing Risk:</b> Developing strategies for targeting and monitoring risk. Exploring methods for controlling and reducing risk, including risk avoidance, retention, and modeling.</p> <p><b>Identifying and Assessing Risk:</b> Defining risk and understanding the risk management process. Classifying different categories of risk, such as market, credit, and operational risks. Learning techniques for risk identification, assessment, and measurement.</p>
<b>3</b>	<b>Professional Values, Ethics, and Social Responsibility</b>
	<p>Examining ethical theories and their application in business contexts.</p> <p>Analyzing different approaches to ethics and social responsibility.</p> <p>Understanding the role of professions in serving the public interest.</p> <p>Reviewing professional practice standards and codes of ethics.</p>

	Identifying conflicts of interest and the consequences of unethical behavior. Discussing the ethical characteristics of professionalism. Addressing social and environmental issues in business conduct and ethical behavior.
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### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Governance Risk and Ethical Compliances**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	<b>Total</b>	<b>75</b>	<b>60</b>

**Reference Books:**

- Rejda, George E., & McNamara, Michael J. (2020). Principles of Risk Management and Insurance. Pearson.
- Hopkin, Paul (2018). Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management. Kogan Page.
- Lam, James (2017). Enterprise Risk Management: From Incentives to Controls. Wiley.
- Fernando, A.C. (2019). Corporate Governance: Principles, Policies, and Practices. Pearson India.
- Balasubramanian, N. (2013). Corporate Governance and Stewardship. McGraw-Hill Education.
- Chakrabarti, Rajesh (2012). Corporate Governance in India: Evolution and Challenges. Oxford University Press.
- Kapoor, G.K. & Dhamija, Sanjay (2020). Corporate Laws and Governance. Taxmann Publications
- Mallin, Christine A. (2018). Corporate Governance. Oxford University Press.
- Tricker, Bob (2019). Corporate Governance: Principles, Policies, and Practices. Oxford University Press.
- Monks, Robert A.G., & Minow, Nell (2011). Corporate Governance. John Wiley & Sons.

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)  
3. General Elective (GE)/ Open Elective (OE)  
3.A International Finance (3 Credits)  
Semester V**

<b>3. General Elective (GE)/ Open Elective (OE)</b>	
<b>3.A International Finance</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To familiarize the student with the fundamental aspects of various issues associated with International Finance
CObj 2	To give a comprehensive overview of International Finance as a separate area in International Business.
CObj 3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalized Market.
<b>Course Outcomes</b>	
COut 1	The learners get access to capital markets across the world and it helps them to understand the borrowing strategy during tough times and lend during good times.
COut 2	Understanding of domestic investment and growth through capital import.
COut 3	The study of International finance helps the learner to focuses on areas such as foreign direct investment and currency exchange rates.

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Fundamentals of International Finance and Exchange Markets	15
2	Exchange Rate Determination, Derivatives & International Markets	15
3	Risk Management, Taxation & Strategic Applications	15
<b>Total</b>		<b>45</b>

Sr. No.	Modules
<b>1</b>	<b>Fundamentals of International Finance and Exchange Markets</b>
	<ul style="list-style-type: none"> <li>● <b>Introduction to International Finance:</b> Meaning, Importance, Scope, Globalization of the World Economy, Goals, and Emerging Challenges.</li> <li>● <b>Balance of Payment:</b> Definition, Accounting Principles, Components, Balance of Payment Identity, and Indian Heritage in Business, Management, Production, and Consumption.</li> <li>● <b>International Monetary Systems:</b> Evolution, Gold Standard System, Bretton Woods System, Flexible Exchange Rate Regimes (1973-Present), European Monetary System, Fixed &amp; Flexible Exchange Rate Systems.</li> <li>● <b>Exchange Rates &amp; Foreign Exchange Markets:</b> Spot Foreign Exchange Market, Exchange Rate Quotations (Direct &amp; Indirect Rates, Cross Currency Rates, Spread &amp; Spread %), Factors Affecting Exchange Rates.</li> <li>● <b>Foreign Exchange Markets &amp; Transactions:</b> Structure of Foreign Exchange Markets, Types of Transactions &amp; Settlement Date, Exchange Rate Quotations &amp; Arbitrage, Forward Quotations (Annualized Forward Margin).</li> </ul>
<b>2</b>	<b>Exchange Rate Determination, Derivatives &amp; International Markets</b>
	<ul style="list-style-type: none"> <li>● <b>International Parity Relationships &amp; Exchange Rate Forecasting:</b> Interest Rate Parity, Purchasing Power Parity &amp; Fisher's Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of Forecasters).</li> <li>● <b>Global Financial Markets &amp; Interest Rates:</b> Domestic &amp; Offshore Markets, Money Market Instruments.</li> <li>● <b>Currency &amp; Interest Rate Derivatives:</b> Introduction to Currency Options (Options on Spot, Futures &amp; Futures Style Options), Futures Contracts, Markets &amp; Trading Process, Hedging &amp; Speculation with Interest Rate Futures.</li> <li>● <b>World Financial Markets &amp; Institutions:</b> Euro Currency Market &amp; Bond Markets, Types of Euro Bonds, Competitive Advantages of Euro Banks, Control &amp; Regulation.</li> </ul>



	<ul style="list-style-type: none"> <li>● <b>International Equity Markets &amp; Investments:</b> Benchmarks, Risk &amp; Return from Foreign Equity Investments, Depository Receipts (ADR, GDR, IDR).</li> </ul>
<b>3</b>	<b>Risk Management, Taxation &amp; Strategic Applications</b>
	<ul style="list-style-type: none"> <li>● <b>Foreign Exchange Risk Management:</b> Types of Risk, Trade &amp; Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage &amp; Speculation.</li> <li>● <b>International Tax Environment:</b> Meaning, Objectives, Types of Taxation, Benefits towards International Business, Tax Havens, Tax Liabilities.</li> <li>● <b>International Project Appraisal:</b> Net Present Value (NPV) Approach, Option Approach to Project Appraisal, Investment Appraisal Practices.</li> <li>● <b>Regulatory Frameworks &amp; Policies:</b> FEMA, FIMMDA, Fund Flow (FDI vs. FPI), Role of Forex Managers, Role of FEDAI in Foreign Exchange Market.</li> <li>● <b>Banking &amp; Tax Havens:</b> Offshore Banking, Impact on Domestic Economies, Governance Policies, and Ethical Considerations.</li> </ul>

### Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**International Finance**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
Total	40

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
	<b>Total</b>	<b>75</b>	<b>60</b>

**Reference Books:**

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

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)  
3. General Elective (GE)/ Open Elective (OE)  
3.B HRM in Service Sector Management (3 Credits)  
Semester VI**

<b>3. General Elective (GE)/ Open Elective (OE)</b>	
<b>3.B HRM in Service Sector Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To understand the growing importance of HRM in service sector
CObj 2	To understand how to manage service quality dimensions, gaps and understanding critical HR elements like retention of workforce in the service sector.
CObj 3	To understand the importance of human element in creating customer satisfaction through service quality
CObj 4	To understand the Issues and Challenges of HR in various service sectors
<b>Course Outcomes</b>	
COout 1	The subject will enrich the learners to understand the relevance of Human element in service sector
COout 2	The learners will learn core service concepts that will sensitize them about the challenges prevailing in the Service Industry.
COout 3	The subject will also help in learning and understanding aspects like HRP evaluation, attrition, retention in service sector

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Service Sector Management & Human Element in Services	15
2	HR Issues, Challenges & Quality in Services	15
3	HRP, Retention, Attrition & Globalization in Service Sector	15
<b>Total</b>		<b>45</b>

Sr. No.	Modules
1	<b>Service Sector Management &amp; Human Element in Services</b>
	<p><b>Introduction to Services:</b> Meaning, Features, and Classification of Services: End User, Degree of Tangibility, People-Based Services, Expertise Required, Orientation Towards Profit, By Location. Service Sector Management: Meaning, Significance, and Reasons for Growth. Service Organization: Importance of Layout, Design, and Servicescape. Service Culture in Organizations: Meaning, Developing a Service-Oriented Culture. Relationship Marketing: Meaning, Importance, and the Six Market Model. Role of Service Employees and Customers in the Service Process. Service Encounter &amp; Moment of Truth: Meaning, Nature, and Elements (Research Paper Analysis).</p> <p><b>Managing Human Element in Service Sector:</b> Role and Significance of Human Element in Service. The Services Triangle (with Case Studies). Front Line Employees/Boundary Spanners – Meaning, Challenges (Person/Role Conflict, Organization/Client Conflict, Inter-Client Conflict). Emotional Labour: Meaning, Strategies for Managing Emotional Labour. Recruitment and Selection in the Service Sector: Strategies, Interviewing Techniques (Abstract Questioning, Situational Vignettes, Role-Playing). Developing People for Service Quality. Compensation and Motivation in Services. Empowerment of Service Workers: Meaning, Advantages, and Limitations.</p>
2	<b>HR Issues, Challenges &amp; Quality in Services</b>
	<p><b>Quality Issues in Services:</b> Meaning and Dimensions of Service Quality. The Service-Gap Model: Reasons and Strategies to Fill Gaps (Research Paper Analysis with Business Examples).</p> <p><b>HRM Challenges in Various Service Sectors</b> Delivering Services through Agents and Brokers: Meaning, Advantages, Challenges, and Strategies. HRM in Public Sector and Non-Profit Organizations in India. Specific HR Challenges in Various Service Sectors: <b>Business &amp; Professional Services:</b> Banking, Insurance, Legal, and Accountancy. <b>Infrastructure Services:</b> Roads, Railways, and Power. <b>Public Services:</b> Police, Defense, and Disaster Management.</p>

	<p><b>Trade Services:</b> Wholesale, Retail, Advertising, and Maintenance.  <b>Personnel Services:</b> Education, Healthcare, Hospitality, and Social Services.</p>
<b>3</b>	<p><b>HRP, Retention, Attrition &amp; Globalization in Service Sector</b></p>
	<p><b>HR Planning &amp; Leadership in Services</b>  HRP Evaluation in Service Sector: Meaning, Process, Purpose, and Influencing Factors.  Service Leadership: Integrating Marketing, Operations, and HR. Creating a Leading Service Organization. The Service-Profit Chain Model.  <b>Retention, Attrition &amp; Globalization in Services</b>  Attrition in Service Sector: Meaning, Causes, Cycle of Failure, Mediocrity, and Success.  Retaining the Best Talent: Strategies (Employee Vision Alignment, Rewarding Service Performers, Best Practices). Globalization of Services: Meaning, Reasons, Impact on Indian Service Sector. Enhancing Organizational Effectiveness with Business Examples.  <b>Concept of Work from Home:</b> Evolution, Advantages, and Challenges in the Service Industry.</p>

### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**HRM in Service Sector Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	<b>20</b>
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
	<b>Total</b>	<b>75</b>	<b>60</b>

**Reference Books:**

- C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson  
Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia
- James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management, Operations, Strategy, Information Technology, Tata McGraw – Hill
- Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill
- Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition
- K. Rao: Services Marketing, Pearson Education
- Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing



**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)  
3. General Elective (GE)/ Open Elective (OE)  
3.C Brand Management (3 Credits)  
Semester V**

<b>3. General Elective (GE)/ Open Elective (OE)</b>	
<b>3.C Brand Management</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To understand the meaning and significance of Brand Management.
CObj 2	To enable the learner to know how to build, sustain and grow brands.
CObj 3	To ensure that the learner knows about the various sources of brand equity.
<b>Course Outcomes</b>	
COut 1	Demonstrate knowledge of branding and brand management.
COut 2	Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.
COut 3	Manage a brand portfolio and make strategic brand decisions.
COut 4	Formulate and justify brand development decisions.
COut 5	Analyze and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Fundamentals of Brand Management	15
2	Brand Marketing and Performance Measurement	15
3	Brand Equity, Growth, and Sustainability	15
<b>Total</b>		<b>45</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Fundamentals of Brand Management</b>
	<p><b>Introduction to Brand Management</b></p> <ul style="list-style-type: none"> <li>● Meaning of Brand, Branding, and Brand Management</li> <li>● Importance of Branding for Consumers and Firms</li> <li>● Brands vs. Products, Scope of Branding</li> <li>● Branding Challenges and Opportunities</li> <li>● Strategic Brand Management Process</li> <li>● Customer-Based Brand Equity (CBBE) Model: Sources of Brand Equity, Steps of Brand Building, Brand Positioning (Meaning, Importance, Basis)</li> </ul> <p><b>Designing &amp; Implementing Branding Strategies</b></p> <ul style="list-style-type: none"> <li>● Brand Architecture: Meaning, Brand-Product Matrix, Breadth and Depth of Branding Strategy</li> <li>● Brand Hierarchy: Concept and Building Equity at Different Hierarchy Levels</li> </ul>
<b>2</b>	<b>Brand Marketing and Performance Measurement</b>
	<p><b>Planning and Implementing Brand Marketing Programs</b></p> <ul style="list-style-type: none"> <li>● Brand Elements: Meaning, Criteria for Selection, Types of Brand Elements</li> <li>● Integrating Marketing Programs and Activities</li> <li>● Personalizing Marketing: Experiential Marketing, One-to-One Marketing</li> <li>● Channel of Distribution, Co-branding, Character Branding, and Event Marketing</li> </ul> <p><b>Measuring and Interpreting Brand Performance</b></p> <ul style="list-style-type: none"> <li>● The Brand Value Chain</li> <li>● Measuring Brand Equity: <ul style="list-style-type: none"> <li>○ Qualitative Research Techniques: Projective Techniques (Completion, Comparison), Brand Personality (Big Five Model), Free Association</li> <li>○ Quantitative Research Techniques: Brand Awareness (Recognition, Recall), Brand Image, Brand Responses</li> </ul> </li> <li>● Brand Asset Valuator (Young &amp; Rubicam Model)</li> <li>● Measuring Outcomes of Brand Equity: <ul style="list-style-type: none"> <li>○ Comparative Methods: Brand-Based and Marketing-Based Comparative Approaches, Conjoint Analysis</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Holistic Methods: Residual and Valuation Approaches (Interbrand's Brand Valuation Methodology, Historical Perspectives, Marketing Intelligence, Online Branding - LinkedIn)</li> </ul>
<b>3</b>	<b>Brand Equity, Growth, and Sustainability</b>
	<p><b>Growing and Sustaining Brand Equity</b></p> <ul style="list-style-type: none"> <li>● Brand Extensions: Meaning, Advantages, and Disadvantages, Impact on Brand Equity</li> <li>● Managing Brands Over Time: Reinforcing and Revitalizing Brands</li> <li>● Building Global Customer-Based Brand Equity</li> </ul>

### **Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Brand Management**  
**Internal Examination & Semester End Examination – 100 Marks**  
**A] Internal Evaluation - 40 Marks**

Method of Evaluation	Marks
Assignment	20
Case Study/ Project	20
<b>Total</b>	<b>40</b>

**B] Semester End Examination (SEE)- 60 Marks**

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
<b>Q2.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
<b>Q3.</b>	<b>Answer the following questions (Any 4)</b> A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	<b>20</b>
	<b>Total</b>	<b>75</b>	<b>60</b>

**Reference Books:**

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

**Syllabus of courses of TYBMS Programme  
(With effect from the Academic Year 2025-2026)**

**4. Vocational & Skill Enhancement Courses**

**4.A Vocational Skill Course**

**4.A.a Indirect Taxes (2 Credits)**

**Semester VI**

<b>4. Vocational &amp; Skill Enhancement Courses</b>	
<b>4.A Vocational Skill Course</b>	
<b>4.A.a Indirect Taxes</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	To understand the fundamentals of GST and Customs Law in India.
CObj 2	To explore administrative mechanisms, including registration, return filing, and taxpayer responsibilities.
CObj 3	To learn to compute tax liability and understand payment and refund processes.
CObj 4	To examine exemptions, special categories, and sector-specific provisions under GST and Customs.
CObj 5	To evaluate the role of technology in streamlining GST and Customs compliance.
<b>Course Outcomes</b>	
COut 1	Learners will develop a clear understanding of the fundamentals of GST and Customs Law in India.
COut 2	Learners will be able to explore and apply administrative mechanisms, including registration, return filing, and understanding taxpayer responsibilities.
COut 3	Learners will be able to compute tax liability and understand the processes for payment and refund under GST and Customs.
COut 4	Learners will be able to examine and apply exemptions, special categories, and sector-specific provisions under GST and Customs.
COut 5	Learners will evaluate and apply the role of technology in streamlining GST and Customs compliance.

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Goods & Services Tax	10
2	Administrative Mechanism for Goods & Services Tax	10
3	Introduction to Customs Laws	10
<b>Total</b>		<b>30</b>

<b>Sr. No.</b>	<b>Modules</b>
<b>1</b>	<b>Introduction to Goods &amp; Services Tax</b>
	<ul style="list-style-type: none"> <li>• Introduction and Overview of Goods &amp; Services Tax</li> <li>• Features of Goods &amp; Services Tax</li> <li>• Structure of Goods &amp; Services Tax in India</li> <li>• Types of Goods &amp; Services Tax</li> <li>• Types of Supply</li> <li>• Exemptions and Special Categories under Goods &amp; Services Tax</li> <li>• Future of Goods &amp; Services Tax in India</li> </ul>
<b>2</b>	<b>Administrative Mechanism for Goods &amp; Services Tax</b>
	<ul style="list-style-type: none"> <li>• Registration under Goods &amp; Services Tax</li> <li>• Input Tax Credit Mechanism</li> <li>• Rates and Classification of Goods &amp; Services</li> <li>• Computation of Tax Liability &amp; Payment</li> <li>• Return Filing Mechanism</li> <li>• Assessments &amp; Audits</li> <li>• Tax Payers Rights and Responsibilities</li> </ul>
<b>3</b>	<b>Introduction to Customs Laws</b>
	<ul style="list-style-type: none"> <li>• Scope of Custom Laws</li> <li>• Overview of Customs Act, 1962</li> <li>• Types of Custom Duties</li> <li>• Import &amp; Export Procedures</li> <li>• Valuations under Customs Laws</li> <li>• Payment &amp; Refund of Custom Duty</li> <li>• Role of Technology in Customs</li> </ul>

**Teaching Pedagogy**

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Question Paper Pattern (Academic Year: 2025-2026)**  
**Indirect Taxes**  
**Internal Examination & Semester End Examination – 50 Marks**  
**A] Internal Evaluation - 20 Marks**

Method of Evaluation	Marks
Assignment	10
Case Study/ Project	10
<b>Total</b>	<b>20</b>

**B] Semester End Examination (SEE)- 30 Marks**

Maximum Marks: 30

Duration: 1 Hour

Note: 1. All questions are compulsory, subject to internal choice.

2. Draw diagrams wherever necessary.

3. Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
<b>Q1.</b>	<b>Answer the following questions (Any 2)</b> A. Theory/Concept/Numerical Based question B. Theory/Concept/Numerical Based question C. Theory/Concept/Numerical Based question	5 5 5	10
<b>Q2.</b>	<b>Answer the following questions (Any 2)</b> A. Theory/Concept/Numerical Based question B. Theory/Concept/Numerical Based question C. Theory/Concept/Numerical Based question	5 5 5	10
<b>Q3.</b>	<b>Answer the following questions (Any 2)</b> A. Theory/Concept/Numerical Based question B. Theory/Concept/Numerical Based question C. Theory/Concept/Numerical Based question	5 5 5	10
	<b>Total</b>	<b>45</b>	<b>30</b>



**Reference Books:**

1. **"GST Law and Practice"** by V.S. Datey, Taxmann Publications – The ultimate guide to understanding GST with case studies and practical examples.
2. **"GST - Law & Practice"** by Dr. Girish Ahuja & Ravi Gupta, Bharat Law House – A comprehensive approach to mastering both theoretical and practical aspects of GST.
3. **ICAI Study Material on GST**, ICAI – The official, detailed material designed for CA aspirants to fully grasp GST concepts and application.
4. **"Customs Law Manual"** by V.S. Datey, Taxmann Publications – A complete reference manual that simplifies the Customs Act and related procedures.
5. **"Practical Guide to Customs Law"** by Dr. Sandeep Mehta, Bharat Law House – A practical, user-friendly guide on Customs duties, valuations, and procedures.
6. **"The Customs Act, 1962"** by D.K. Jain, Eastern Book Company – An authoritative analysis of the Customs Act with real-world case law examples.

**Syllabus of courses of TYBMS Programme**  
**(With effect from the Academic Year 2025-2026)**  
**5. Field Project / Apprenticeship / Community Engagement & Services**  
**5.A Internship or Project Work (2 Credits)**  
**Semester VI**

<b>5. Field Project / Apprenticeship / Community Engagement &amp; Services</b>	
<b>5.A Internship or Project Work</b>	
<b>Course Objectives and Course Outcomes</b>	
<b>Course Objectives</b>	
CObj 1	
CObj 2	
CObj 3	
<b>Course Outcomes</b>	
COut 1	
COut 2	
COut 3	



**CRITERIA FOR EVALUATING POWERPOINT PRESENTATION/ CASE STUDY/ APPLICATION  
BASED ACTIVITY:**

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester:

Name of the Topic				Date of Presentation:			
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1_____2._____3._____4._____ Faculty Sign: _____							
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Name of the Topic				Date of Presentation:			
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1_____2._____3._____4._____ Faculty Sign: _____							
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Name of the Topic				Date of Presentation:			
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1_____2._____3._____4._____ Faculty Sign: _____							