

Faculty of Management Studies
Banasthali Vidyapith, Banasthali

Minutes of the Board of Studies held on 15.06.2021 at 11:00 A.M via Google Meet.

PRESENT

1. Prof. Harsh Purohit	-	Convener
2. Shri Abhishek Pareek	-	Internal Member
3. Dr. Abhinav Nigam	-	Internal Member
4. Ms. Akansha Mer	-	Internal Member
5. Smt. Anita Shou	-	Internal Member
6. Dr. Ankita Pareek	-	Internal Member
7. Dr. Ankita Verma	-	Internal Member
8. Dr. Ankur Joshi	-	Internal Member
9. Dr. Arpan Parashar	-	Internal Member
10. Prof. Ashutosh Pareek	-	Internal Member
11. Dr. Bal Gopal Singh	-	Internal Member
12. Dr. Jitendra Singh Rathore	-	Internal Member
13. Dr. Khyati Kochhar	-	Internal Member
14. Ms. Madhulika Singh	-	Internal Member
15. Dr. Meenakshi Rohella	-	Internal Member
16. Dr. Nishtha Pareek	-	Internal Member
17. Shri Nitin Bansal	-	Internal Member
18. Dr. Peeyush Bangur	-	Internal Member
19. Dr. Priyanka Vijay	-	Internal Member
20. Dr. Richa Chauhan	-	Internal Member
21. Dr. Ruchi Maheshwari Bangur	-	Internal Member
22. Dr. Shabnam Siddiqui	-	Internal Member
23. Shri Soumitra Bhattacharya	-	Internal Member
24. Dr. Vandana	-	Internal Member
25. Prof. Karunesh Saxena	-	External Member
26. Prof. J. K. Jain	-	External Member

NOTE: Shri Shankar Kumar (External Member), Ms. Priyanka Tyagi and Dr. Shikha Singh (Internal Member) could not attend the meeting.

The year being an unprecedented year Vidyapith suffered a major loss with the untimely demise of our respected Vice Chancellor Prof Aditya Shastri ji, a visionary in academics who envisioned to take Vidyapith to the great heights with the changing scenario of education and grooming the

students with values. While we were still struggling to overcome from the shock we received another shock due to the untimely demise of the very young and dynamic person Shri Ishan Shastri, younger son of Prof. Aditya Shastri ji who had recently joined the Vidyapith. Many of their unfulfilled dreams are now left to be fulfilled by us. Today we are left with the void of the loss of the two great souls, and thus the meeting started with the prayers and paying our respect to the departed souls, and passed the following condolence message:

Prof. Aditya Shastri ji was a visionary, having distinction of being India's youngest Vice Chancellor and among the most successful ones and in terms of years of experience as a VC he was among the most senior Vice Chancellors in India. On completion of his education from BITS, Pilani went to the USA for further studies and earned Masters from the State University of New York, Stony Brook, and a PhD from Massachusetts Institute of Technology (MIT) in 1990. After serving at the Tata Institute of Fundamental Research (TIFR) for one year, he moved to Banasthali where he has remained ever since. During this period, he was a Marie-Curie Fellow at Universite Du Maine, France, Royal Society Exchange Visitor to the University of Nottingham and Research Staff Member at IBM-India Research Lab. He has published over 50 research papers and authored five textbooks. He has carried out a number of research projects and is instrumental in generating more than US\$10 million in grants for Banasthali.

Under his leadership, the university has evolved itself as one of the largest and highly reputed center for women's education. Recently he was awarded the prestigious J.C. Bose Memorial Award by Hon'ble PM of India Shri Narendra Modi ji, and has been named amongst the 100 most influential global Vice-Chancellors. Prof. Shastri's leadership has taken the university to new heights. Under his stewardship, it got the highest possible NAAC grade, A++, having scored 3.63 points out of 4 and secured top positions in national and international rankings. Prof. Aditya Shastri ji focused on values based education and wanted Banasthali to achieve even greater heights with his modern outlook, scientific and grounded approach.

His younger son Shri Ishan Shastri ji has been a bright alumni of BITS and after completing his masters, joined the department of computer science at Banasthali. In a few weeks he gained lot of attention of everyone through his sincere approach and depth in the subject. During his schooling at Banasthali he excelled in various areas and cherished by his friends and admired by the teachers.

We all pray to Bhagwan to bless the noble souls of Prof. Aditya Shastri ji and Shri Ishan Shastri ji.

The convener appreciated the presence of the external member Prof. Karunesh Saxena and Prof. J K Jain and wished that their vast experience would be instrumental in giving new insights in area of business management. The convener apprised the members about the progress of the Faculty of Management Studies since its inception in 1996 and its uniqueness. The convener invited Prof Karunesh Saxena to share his insights on the changing dynamics of education and how the past one year of COVID-19 has changed the education scenario. Prof. Saxena shared his experience and insights on the changing scenario, he further discussed about the new policies of the Government especially under the NEP, and also suggested everyone to gear up for upcoming

implementation of the NEP. Prof. J.K. Jain shared his insight on the changing dynamics of management education and suggested to the teachers to prepare students for enlightened leadership roles in all walks of life, in tune with the Vidyapith's philosophy. The convener requested Shri Abhishek Pareek (CEO, AIC Banasthali) to share his insights on the changing scenario of the education and also to share the minutes of the last meeting.

Prof. Karunesh Saxena and Prof. J K Jain appreciated the work done at FMS-WISDOM in consonance with the ideology of Banasthali Vidyapith in all walks of education and also encouraged the members to take further innovative steps for the future growth of the students. The members appreciated the words of wisdom shared by the external members.

1. The Board took up the minutes of its last meeting held on December 26, 2019
The Board resolved that the minutes are confirmed.
2. The board reviewed the existing panel of examiners and suggested to update the list of the examiners for each examination up to and inclusive of all Master's degree examination keeping in view the by-law 15.03.02 of the Vidyapith. Updated panel would be sent to the examination and secrecy section shortly.
3. The board reviewed the study/curricula, scheme of examination and proposed revisions in various courses of study as follows:

3 I. BBA/ B.Com/ B.A

i.	First Semester Curriculum	No Change
ii.	Second Semester Curriculum	No Change
iii.	Third Semester Curriculum	No Change
iv.	Fourth Semester Curriculum	Change ^a
v.	Fifth Semester Curriculum	Change ^b .
vi.	Sixth Semester Curriculum	Change ^b

The Board reviewed the Objectives, Scheme, Syllabi and Learning outcomes of BBA/ B.A (Management)/ B.Com. and the following changes were recommended:

- (a) In BBA IV semester, a revision in the structure is done where in COM 303 Business Taxation is shifted to fourth semester from fifth semester while MGMT 211P Project is shifted to Fifth semester from Fourth semester. The changes were proposed to accommodate operational issues. Board discussed the revision proposed and agreed upon the suggested scheme change.

- (b) As Vidyapith is moving towards a new paradigm of online education to accommodate the same, an optional subject of Corporate Governance is introduced in BBA V Semester and B.Com VI semester against MGMT 315P and COM 315P respectively. The option will be available to the candidates pursuing BBA and B.Com through online mode. The board discussed the introduction of the Optional subject for the online candidates and recommended the changes and approved the syllabus of the new subject Corporate Governance. The credits of the term paper are moderated with the introduction of the online course and in both cases MGMT315P and COM 315P, L T P C is now 0 0 8 4 respectively.
- (c) It was recommended and resolved to enrich the list of Discipline Electives in BBA/B.Com V semester and VI semester, for which the following subject is introduced as Discipline Elective:
- i. *BBA/ B.Com III Year*
1. *Heritage and Tourism Management (New Code)*(Newly introduced)

The board unanimously resolved and recommended that all the changes proposed in the syllabi of BBA/B.Com/BA must be implemented for the new batch.

The revised syllabus, learning outcome, list of suggested reading and suggested e-learning material is enclosed and Marked as **Annexure II for B.B.A., B.Com and B.A. (Management)**.

The board also discussed the need for introducing specialization in the BBA/B.Com. programmes and following areas could be further explored:

- (i) International Business (ii) Banking (iii) Business Laws (iv) Online Business.

The Board recommended that the Faculty of Management meeting may further take it ahead.

3.II **MBA/ M.Com**

i.	First Semester Curriculum	No Change
ii.	Second Semester Curriculum	Change ^a
iii.	Third Semester Curriculum	Change ^b
iv.	Fourth Semester Curriculum	Change ^c

The Board welcomed the initiative by the Vidyapith to allow its PG students to complete their final year in project mode. Further, the Board resolved to recommend that to enrich the content of MBA certain courses need a revision in content, certain minor and major changes are recommended in courses of MBA and M.Com. for the new batch.

- (a) Board evaluated the syllabus of *Advance Reading in HRD and HQD (Course Code: MGMT 401)*, *Human Resource Development system (Course Code: MGMT 417)*, *Organization Development and Change Management (Course Code: MGMT 424)* and *Industrial Relations Management (Course Code: MGMT 512)* offered as discipline

elective under the specialization of *Human Resource Development (HR)* of *MBA II and IV* semester and proposed that some topics needs to be added to the syllabus content, minor changes were proposed in all the courses of HR. The changes so suggested were evaluated and the board resolved to recommend them.

- (b) Board evaluated the syllabus of *Advertising and Brand Management (Course Code: MGMT 522)*, *Sales and Distribution Management (Course Code: MGMT 428)* and *Global Marketing Management (Course Code: MGMT 509)* offered as discipline elective under the specialization of *Marketing Management (MM)* of *MBA II and IV* semester and proposed that some topics needs to be added or deleted in the syllabus content, minor changes were proposed in the course of *Advertising and Brand Management* while *Major changes were proposed in the courses of Sales and Distribution Management and Global Marketing Management* to keep the courses aligned with the latest trends in Marketing. The changes so suggested were evaluated and the board resolved to recommend them.
- (c) Board reviewed the syllabus of reading electives offered in MBA and M.Com and proposed major changes in the syllabus of *Corporate Banking I (Course Code: MGMT 532R)* and *Corporate Banking II (Course Code: MGMT 533R)*.
- (d) Board Reviewed the syllabus of *Insurance Management (Course Code: COM 510)* of M.Com III semester and proposed that some topics needs to be deleted amongst the sections while we need to add certain sections to streamline the content of the section. The changes so suggested were evaluated and the board resolved to implement the same

The board resolved and recommended that all the changes proposed in the syllabi of MBA/M.Com should be implemented for the new batch.

The board also expressed its happiness that as and when feasible, the Vidyapith is ready to impart learning in Business Analytics to its students.

The revised and proposed new changes in the MBA and M.Com Programme are enclosed herewith and marked as **Annexure III**.

4. The board reviewed the Programme Educational Objectives, Programme Outcome and Learning outcomes of all courses, and resolved that all the mentioned points are synchronized with the current offering of the courses and need not require any change.

5. Online courses identified as a substitute for all relevant courses were reviewed and found satisfactory. Furthermore the Board reviewed the online learning resources proposed for various courses in UG/PG and no change is proposed. Regarding Banasthali Online, the Department has started designing the courses and in the academic year 2021 - 22, it will be possible for the department to run a few courses, the list of which is enclosed and marked as Annexure IV.

6. Board reviewed the curriculum for the courses running in the other programmes of the Vidyapith. Following suggestions were given.

Bachelor of Business Administration and Bachelor of Laws		
MGMT 107	Management Principles for Law	No Change
ECO 105	Micro Economics	No Change
ECO 103	Macro Economics	No Change
MGMT 108	Organizational Behaviour and Behavioural Psychology	No Change
ECO 205	Theories of Development and Indian Economics	No Change
MGMT 204	Business Strategy	No Change
COM 104	Financial Accounting	No Change
MGMT 207	Principles of Marketing Management	No Change
MGMT 301	Advertisement and Media Management	No Change
MGMT 307	Management Accounting	No Change
MGMT 302	Audit Practices	No Change
MGMT 303	Business Ethics	No Change
Bachelor of Commerce and Bachelor of Laws		
COM 104	Financial Accounting	No Change
COM 106	Principles and Practices of Banking for Law	No Change
COM 102	Cost Accounting for Law	No Change
COM 105	Management of Financial Institution and Services	No Change
COM 202	Corporate Accounting and Auditing	No Change
COM 206	Fundamentals of Insurance	No Change
COM 208	Legal Environment for Business	No Change
ECO 105	Micro Economics	No Change
COM 309	International Business and Trade	No Change
ECO 103	Macro Economics	No Change
ECO 205	Theories of Development and Indian Economics	No Change
MGMT 306	Corporate finance for Law	No Change
Bachelor of Technology (BT, CE, CS, IT, EEE, ECE, EIE, MCTR)		
MGMT 209	Entrepreneurship	No Change

MGMT 310	Principles of Management	No Change
Bachelors of Computer Application		
MGMT 101	Accounting and Financial Principles	No Change
MGMT 106	Management Principles	No Change

The board unanimously resolved that the syllabi of the courses running in the other programmes of the Vidyapith are updated and doesnot require changes in the coming academic year.

- 7.The Board evaluated the periodical and semester examination papers of academic session 2019-20 and found that there is a good improvement and there is a balance of descriptive and analytical questions. The board noted that due to unforeseen reasons some of the examinations were conducted online and appreciates that the Vidyapith could do it successfully. The analysis of question papers is enclosed and marked asAnnexure- V.
8. The board reviewed the progress of the department in view of the roadmap prepared for the department in the board of studies conducted on 26thDecember, 2019. The members appreciated the progress of the department in the area of research and how the things are taking shape in the academic session. The members were appraised about the growth and the goals of the department.

The meeting ended with a vote of thanks by the convener to the chair.


 Dy. Registrar
 Banasthali Vidyapith
 (Rajasthan)

Annexure- I

Name of Programme: Bachelor of Commerce

Programme Educational Objective

As commerce education is getting redefined in terms of analytical inputs and sustainable ecosystem, the focus of programme should be on developing leadership acumen among women in consonance with value education imparted at Banasthali Vidyapith. With the advent of time the area of commerce is getting broader and is redefining itself. In the dynamic environment setup, a person of commerce is expected to analyse and foresee the situation arising and act accordingly. The knowledge of commerce is now crossing the boundaries, where it used to be just limited to recording of financial transactions and now it has become an essential tool for any business decision. Commerce education has remained an essential element for any aspect related to business and economics. With the growing economy the requirement for the knowledge has also grown in past years.

The educational philosophy in commerce is rooted in Indian culture and the value education provided by Banasthali Vidyapith. The curriculum of commerce offered at Banasthali Vidyapith is designed keeping in view the existing and emerging requirements of different forms of organizations. On one hand the students are taught the traditional subjects related to commerce while on the other, new developments including the technology affecting the commerce and futuristic opportunities also form the choice of subjects offered to the students. With a focus to develop practical aspect an industrial training project is inculcated in the curriculum, while the curriculum also includes Dissertation as an element to nurture the research potential of the students.

The main objectives of Commerce programme are:

1. To provide holistic development of the students by providing a combination of technology and value based traditional education.
2. To enhance the computing and recording skills of the students by providing the best of curriculum in accounting and other relevant subjects.
3. To enhance the understanding of the Economic and business factors by inculcating the knowledge and information about various national and international standards of Business and Economics.
4. To develop the understanding of the various taxation and legal standards and their implications, which may further open various career avenues for the students.
5. To provide knowledge of industry and practical outlook, by implementing various industry accepted courses and industrial training for the better development of the students and making them job ready.
6. To enhance the critical thinking, nurture innovation and evaluating ability by imbibing the knowledge of research and statistics amongst the students.
7. To develop motivated and entrepreneurial young girls who have the acumen for leadership and development of the society in consonance with the values imparted at Vidyapith.

Programme Outcomes

PO1: Knowledge: The commerce graduate will possess the knowledge and efficiency to understand the fundamentals and implications of commerce and finance, along with this they will be able to understand various intricacies associated with business which will develop through various tax and economics related subjects. The B.Com. graduates will be able to get holistic knowledge about the commerce aspect associated with society and business.

PO2: Planning abilities: The student will not only be equipped with business management abilities after the completion of the course rather they will be equipped with the knowledge to plan the financial and tax issues associated with business and individuals.

PO3: Problem Analysis: Learner will be able to use the principles of various commercial aspects while analysing a problem. The knowledge of various commercial subjects that they have will be put into use through research and industrial training. A scientific problem analysis method will be used for analysing the problems under study.

PO4: Modern Tool Usage: Modern statistical and analytical tools will be used for analysing various problem under study and understanding the concept of commerce and finance.

PO5: Leadership Skills: As commerce education is getting redefined in terms of analytical inputs, environment and start-ups, the focus of programmes is on developing leadership acumen among women in consonance with value education imparted at Banasthali Vidyapith. The course will impart the traditional and modern outlook amongst the students for various commercial and financial aspects.

PO6: Professional Identity: Learners will be able to recognise features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making. Learners will be able to prove proficiency with the ability to engage in competitive exams like CA, CS, ICWA and other courses.

PO7: Ethics: The learners will be imbued with utmost professional ethics that are required for a practical and impartial behaviour of the commerce graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the Vidyapith, which are significant as the learner will function in the finance sector, and an ethical behaviour of the highest level is expected from them.

PO8: Communication: Graduates can communicate complex ideas effectively and accurately in range of contexts research, plan, and produce written assignments to acceptable academic standards. Learner can apply advanced written communication skills in a public or private sector 'business' context and deliver professional quality presentations using appropriate technology. They will be able demonstrate oral communication and listening skills in small group learning environments.

PO9: Local and Global Citizenship: Commerce Graduates will be able assess the way in which legislation and government policy influences the business environment in national and global contexts. The learner will be able to demonstrate an awareness of cultural differences and the skills needed to work effectively in multi-cultural environments within India and internationally.

PO10: Environment and sustainability: Learners will involve in various co-curricular activities to demonstrate relevancy of foundational and theoretical knowledge of their academic major and to gain practical exposure. That will help in adapting the economic and business environment.

PO11: Life Long Learning: Learner will be able to gain the knowledge that will help in acquiring the practical skills to work as tax consultant, audit assistant and other financial supporting services. They will also be able to do higher education and advance research in the field of commerce and finance.

Programme Scheme: B.Com

Existing First Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course I	2	0	0	2
BVF 011 /BVF 014	General English / सामान्यहिन्दी	2	0	0	2
COM 104	Financial Accounting	4	0	0	4
LAW 101	Business Law	4	0	0	4
MGMT 102	Foundation of Management**	4	0	0	4
ECO 101	Fundamentals of Micro Economics I	4	0	0	4
CS 105	Computer for Management	4	0	0	4
CS105L	Computer for Management Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed First Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course I	2	0	0	2
BVF 011 /BVF 014	General English / सामान्यहिन्दी	2	0	0	2
COM 104	Financial Accounting	4	0	0	4
LAW 101	Business Law	4	0	0	4
MGMT 102	Foundation of Management**	4	0	0	4
ECO 101	Fundamentals of Micro Economics I	4	0	0	4
CS 105	Computer for Management	4	0	0	4
CS105L	Computer for Management Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing Second Semester

Course Code	Course Name	L	T	P	C
BVF 014 /BVF 011	सामान्यहिन्दी/General English	2	0	0	2
	Core Foundation Course - II	2	0	0	2
COM 103	Cost and Management Accounting	4	0	0	4
ECO 102	Fundamentals of Micro Economics II	4	0	0	4
MATH 109	Mathematics for Business Applications	4	0	0	4
LAW 107	Law of Consumer Protection and MV Act	4	0	0	4
TSKL 104	Business Communication**	4	0	0	4
COM 301	Business Environment and Strategy	4	0	0	4
	Semester Wise Total	28	0	0	28

Proposed Second Semester

Course Code	Course Name	L	T	P	C
BVF 014 /BVF 011	सामान्यहिन्दी/General English	2	0	0	2
	Core Foundation Course - II	2	0	0	2
COM 103	Cost and Management Accounting	4	0	0	4
ECO 102	Fundamentals of Micro Economics II	4	0	0	4
MATH 109	Mathematics for Business Applications	4	0	0	4
LAW _____	Law of Consumer Protection Act and MV Act	4	0	0	4
TSKL 104	Business Communication**	4	0	0	4
COM 301	Business Environment and Strategy	4	0	0	4
	Semester Wise Total	28	0	0	28

Existing Third Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course III	2	0	0	2
	Elective Foundation Course-I	2	0	0	2
COM 203	Corporate Finance I**	4	0	0	4
COM 207	Income Tax	4	0	0	4
COM 211	Principles and Practices of Banking	4	0	0	4
MGMT 203	Bhartiya Prabandhan	4	0	0	4
STAT 201	Business Statistics	4	0	0	4
STAT 208L	Business Statistics Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed Third Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course III	2	0	0	2
	Elective Foundation Course-I	2	0	0	2
COM 203	Corporate Finance I**	4	0	0	4
COM 207	Income Tax	4	0	0	4
COM 211	Principles and Practices of Banking	4	0	0	4
MGMT 203	Bhartiya Prabandhan	4	0	0	4
STAT 201	Business Statistics	4	0	0	4
STAT 208L	Business Statistics Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing Fourth Semester

Course Code	Course Name	L	T	P	C
	Core Foundation IV	2	0	0	2
	Elective Foundation II	2	0	0	2
COM 201	Advanced Accountancy	4	0	0	4
COM 210	Emerging Banking Services	4	0	0	4
ECO 104	Macro Economics for Managers**	4	0	0	4
LAW 208	Company Law and Secretarial Practices	4	0	0	4
CS 202	Application Software for Business	4	0	0	4
CS 218L	Application Software for Business Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed Fourth Semester

Course Code	Course Name	L	T	P	C
	Core Foundation IV	2	0	0	2
	Elective Foundation II	2	0	0	2
COM 201	Advanced Accountancy	4	0	0	4
COM 210	Emerging Banking Services	4	0	0	4
ECO 104	Macro Economics for Managers**	4	0	0	4
LAW 208	Company Law and Secretarial Practices	4	0	0	4
CS 202	Application Software for Business	4	0	0	4
CS 218L	Application Software for Business Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing Fifth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course-I	2	0	0	2
	Core Foundation Course V/ Elective Foundation Course III	2	0	0	2
COM 311	Investment Management**	4	0	0	4
COM 304	Corporate Finance II	4	0	0	4
LAW 311	Information Technology Law	4	0	0	4
	Discipline Elective I	4	0	0	4
COM 316P	Project	0	0	8	4
	Semester Wise Total	20	0	8	24

Proposed Fifth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course-I	2	0	0	2
	Core Foundation Course V/ Elective Foundation Course III	2	0	0	2
COM 311	Investment Management**	4	0	0	4
COM 304	Corporate Finance II	4	0	0	4
LAW 311	Information Technology Law	4	0	0	4
	Discipline Elective I	4	0	0	4
COM 316P	Project	0	0	8	4
	Semester Wise Total	20	0	8	24

Existing Sixth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course II	2	0	0	2
	Elective Foundation Course III/ Core foundation course V	2	0	0	2
	Discipline Elective II	4	0	0	4
MGMT 305	E-Business**	4	0	0	4
COM 307	Goods and Service Tax	4	0	0	4
COM 315P	Term Paper	0	0	16	8
	Semester Wise Total	16	0	16	24

Proposed Sixth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course II	2	0	0	2
	Elective Foundation Course III/ Core foundation course V	2	0	0	2
	Discipline Elective II	4	0	0	4
MGMT 305	E-Business**	4	0	0	4
COM 307	Goods and Service Tax	4	0	0	4
COM ____	Term Paper	0	0	8	4
	OR				
	Corporate Governance#	4	0	0	4
	Semester Wise Total	16	0	8	20

Existing List of Discipline Elective Courses

Course Code	Course Name	L	T	P	C*
COM 308	Human Resource Management	4	0	0	4
COM 312	Personal Finance	4	0	0	4
LAW 309	Banking Laws	4	0	0	4
LAW 312	Law of Torts	4	0	0	4
MGMT 103	Foundation of Marketing Management	4	0	0	4
COM 302	Business Forecasting	4	0	0	4
LAW 310	Human Rights Law and Practices	4	0	0	4
LAW 209	Intellectual Property Law	4	0	0	4
MGMT 317	Fundamentals of Human Resource Management	4	0	0	4
MGMT 208	Retail Environment in Management	4	0	0	4
MGMT 312	Risk Management and Insurance	4	0	0	4

Proposed List of Discipline Elective Courses

Course Code	Course Name	L	T	P	C*
COM 308	Human Resource Management	4	0	0	4
COM 312	Personal Finance	4	0	0	4
LAW 309	Banking Laws	4	0	0	4
LAW 312	Law of Torts	4	0	0	4
MGMT 103	Foundation of Marketing Management	4	0	0	4
COM 302	Business Forecasting	4	0	0	4
LAW 310	Human Rights Law and Practices	4	0	0	4
LAW 209	Intellectual Property Law	4	0	0	4
MGMT 317	Fundamentals of Human Resource Management	4	0	0	4
MGMT 208	Retail Environment in Management	4	0	0	4
MGMT 312	Risk Management and Insurance	4	0	0	4
New Code	Heritage and Tourism Management	4	0	0	4

* L - Lecture hrs/week ; T - Tutorial hrs/week;

P - Project/Practical/Lab/All other non-classroom academic activities, etc. hrs/week; C- Credit Points of the Course (C = L+T+P/2)

Note:

Syllabus of Foundation and Vocational courses are available in separate booklet, "Curriculum Structure and Syllabus Foundation and Vocational Courses"

Note:

1. A student can opt for upto 2 additional Open (Generic) audit/credit Elective from III semester onward from any of the courses offered by the Vidyapith subject to approval of Head of both departments and time table permitting.
2. Every Student shall also opt for:
 - a. Five Fold Education: Physical Education I, Physical Education II,
 - b. Five Fold Education: Aesthetic Education I, Aesthetic Education II,
 - c. Five Fold Education: Practical Education I, Practical Education II doing one each semester

List of Alternative Online Courses

B.Com. – I Foundation of Management** (Student will choose any one option)						
1	Notredameonline (University of Notre Dame)	Foundations of Management	53 Lectures	Core Course		https://www.notredameonline.com/programs/course/foundations-of-management/
2	Coursera (University of Pennsylvania)	Management Fundamentals	44 Lectures	Core Course		https://www.coursera.org/learn/management-fundamentals-healthcare-administrators
3	Coursera (IESE Business School, University of Navarra)	Foundations of Management	46 Lectures	Core Course		https://www.coursera.org/specializations/foundations-management
B.Com. – II Business Communication** (Student will choose any one option)						
1	UDEMY	Communication Skills: Personality and Behavior in Business	60 Lectures	Core Course		https://www.udemy.com/behavior-in-business/
2	Edx (UBCx)	Business Communication	50 Lectures	Core Course		https://www.edx.org/course/business-communications-ubcx-bus2x
3	Coursera (University of Washington)	Business English Communication Skills Specialization	38 Lectures	Core Course		https://www.coursera.org/specializations/business-english
B.Com– III Corporate Finance I** (Student will choose any one option)						
1	UDEMY	Introduction to Financial Management	46 Lectures	Core Course		https://www.udemy.com/introduction-to-financial-management/
2	Edx (University of Maryland)	Financial Management in Organization	60 Lectures	Core Course		https://www.edx.org/course/financial-management-in-organizations-1
3	Coursera (University of Illinois)	Financial Management	42 Lectures	Core Course		https://www.coursera.org/specializations/financial-management

B.Com – IV Macro Economics for Managers** (Student will choose any one option)						
1	UDEMY	Basic Economics (Macro Economics)	45 Lectures	Core Course		https://www.udemy.com/egg-timer-economics-3/
2	Edx (UC3M)	Fundamentals of Macro Economics	38 Lectures	Core Course		https://www.edx.org/course/fundamentals-of-macroeconomics-0
3	Coursera (University of California)	The Power of Macro Economics	45 Lectures	Core Course		https://www.coursera.org/learn/principles-of-macroeconomics
B.Com. – V Investment Management ** (Student will choose any one option)						
1	UDEMY	Investment Analysis and Portfolio Management	45 Lectures	Core Course		https://www.udemy.com/investment-analysis-portfolio-management/
2	Edx (IMFx)	Financial Market Analysis	56 Lectures	Core Course		https://www.edx.org/course/financial-market-analysis
3	Coursera (Universite De Geneve))	Investment Management Specialization	48 Lectures	Core Course		https://www.coursera.org/specializations/investment-management
B.Com. VI – E-Business** (Student will choose any one option)						
1	Alison	e-commerce and selling online	50 Lectures	Core Course		https://alison.com/courses/e-commerce-and-selling-online/content
2	Edx (Curtin University)	Online Marketing Strategies	60 Lectures	Core Course		https://www.edx.org/course/online-marketing-strategies
3	Coursera (Lund University)	Digital Business Model	44 Lectures	Core Course		https://www.coursera.org/learn/digital-business-models

**The Vidyapith has decided to provide an opportunity to the students to earn credits in the above marked course by studying the course from the stipulated URL & taking the examination conducted by the concerned course provider. The credits obtained by the students would be the only basis for awarding marks for both continuous and term end evaluation. However the student must appear in the examination only after taking consent of the Dean FMS-WISDOM or as per notice (if any) issued by the Vidyapith.

The candidate opting course in online mode can only select “ Corporate Governance” as an optional subject.

Bachelor of Business Administration

Programme Educational Objectives

The intellectual and behavioural competencies ensuring employability of students are prime learning goals associated with this course. This ensures both professional and personal development among students and hence allows preparing women leaders in all walks of life intertwined with the core values of Banasthali Vidyapith. The aim is to facilitate students for a better understanding about global trends, changes and their impact as well. Preparing the graduates for a constantly changing world with the fundamental knowledge is the key driver of this programme. The programme offers ample of opportunities to develop upon skills of leadership, communications, critical thinking, and fact based decision making.

Amidst a local setting the approach is of global mindset to prepare students for exciting careers in international business and further studies. Various measurable learning objectives are also established in consonance with the exclusive educational philosophy of Banasthali Vidyapith. Through the program, we inculcate competitive management skills and transform them into business professionals capable of successfully growing in the dynamic business environment.

The main objectives of BBA programme are:

1. To inculcate critical thinking and decision making skills in students to learn management efficiently.
2. To enhance the writing and listening skills among students to enable them for proficient communication.
3. To educate students about ethical behaviour and social responsibility streamlined with value creation.
4. To reflect upon core business knowledge and demonstrate competency in the underlying concepts of management.
5. To integrate both functional and the theoretical side of management to prepare students for a global mindset.
6. To administer development of entrepreneurial society by delivering management lessons in the most efficient manner.
7. To enhance the overall personality of students for encouraging professional orientation and ensures professional and personal success

Programme Outcomes

PO1: Education: The programme is designed in a way to impart the managerial learning's in both theoretical and functional manner. Foundational knowledge of functional domains of management will enable in preparing future managers.

PO2: Leadership and Problem Solving: The student will learn to seek ample of opportunities to showcase her talent in the field of management. Both on professional and personal front the need to make use of managerial skills amalgamated with leadership skills is fulfilled this way.

PO3: Critical Thinking:Implementing the lessons of management derived from classroom learning in the business arena will allow the students to invoke critical thinking among them.

PO4: Global Mindset: The approach to think local and act global in the modern business world is the rock stone of success. The students will be facilitated to dwell upon the modern ideas so as to attain success in every sphere of life.

PO5: Enchanting Personality: Learning new skills in managerial domain with reference to communication, strategy formulation, decision making and alliance formation develops personality extensively.

PO6: Professional Code of Conduct: Students will learn to present themselves with higher levels of professional ethics and will learn to follow the desirable code of conduct which makes them industry ready.

PO7: Business Ethics: Ethics are essential in every sphere of life and professional success attained through ethical behaviour is sustainable in nature. This core value is the mantra of education imparted by BanasthaliVidyapith.

PO8: Communication Skills: The appropriate selection and usage of words and skills for adapting the message for different set of audiences with ease is a sure shot outcome of bachelors of business administration at BanasthaliVidyapith.

PO9: Responsible Citizenship: The critical thinking and efficient decision making goes hand in hand with concern for people, plant and profit. This emphasized concern for people and plant makes Banasthali Graduates responsible citizens as well.

PO10:Employability:Key learning's derived from the management lessons, decision making, stress management, conflict management etc. definitely increases the degree of employability in Banasthali Graduates.

PO11: Emotional Intelligence: Being mentally stable and sustainable in both success and failure is the need of today's competitive world. This rule of thumb is garnered in the mindset of each and every student enrolled in this programme throughout the course itself

Programme Scheme: BBA

Existing First Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course I	2	0	0	2
BVF 011 /BVF 014	General English / सामान्यहिन्दी	2	0	0	2
COM 104	Financial Accounting	4	0	0	4
CS 105	Computer for Management	4	0	0	4
ECO 108	Micro Economics for Managers	4	0	0	4
MGMT 102	Foundation of Management	4	0	0	4
MGMT 105	Human Behaviour**	4	0	0	4
CS 113L	Computer for Management Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed First Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course I	2	0	0	2
BVF 011 /BVF 014	General English / सामान्यहिन्दी	2	0	0	2
COM 104	Financial Accounting	4	0	0	4
CS 105	Computer Management for	4	0	0	4
ECO 108	Micro Economics for Managers	4	0	0	4
MGMT 102	Foundation Management of	4	0	0	4
MGMT 105	Human Behaviour**	4	0	0	4
CS 113L	Computer Management Lab for	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing Second Semester

Course Code	Course Name	L	T	P	C
BVF 014 /BVF 011	सामान्यहिन्दी/General English	2	0	0	2
	Core Foundation Course – II	2	0	0	2
COM 101	Business Environment	4	0	0	4
ECO 104	Macro Economics for Managers	4	0	0	4
MGMT 103	Foundations of Marketing Management	4	0	0	4
MGMT 104	Group Behaviour	4	0	0	4
STAT 108	Statistics for Management**	4	0	0	4
STAT 111L	Statistics for Management Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed Second Semester

Course Code	Course Name	L	T	P	C
BVF 014 /BVF 011	सामान्य हिन्दी/General English	2	0	0	2
	Core Foundation Course - II	2	0	0	2
COM 101	Business Environment	4	0	0	4
ECO 104	Macro Economics for Managers	4	0	0	4
MGMT 103	Foundations of Marketing Management	4	0	0	4
MGMT 104	Group Behaviour	4	0	0	4
STAT 108	Statistics for Management**	4	0	0	4
STAT 111L	Statistics for Management Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing Third Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course III	2	0	0	2
	Elective Foundation Course-I	2	0	0	2
COM 204	Cost Accounting	4	0	0	4
COM 211	Principles and Practices of Banking	4	0	0	4
MGMT 205	Foundation of Human Resource Management**	4	0	0	4
LAW 209	Intellectual Property Law	4	0	0	4
TSKL 104	Business Communication	4	0	0	4
TSKL 204L	Business Communication Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed Third Semester

Course Code	Course Name	L	T	P	C
	Core Foundation Course III	2	0	0	2
	Elective Foundation Course-I	2	0	0	2
COM 204	Cost Accounting	4	0	0	4
COM 211	Principles and Practices of Banking	4	0	0	4
MGMT 205	Foundation of Human Resource Management**	4	0	0	4
LAW 209	Intellectual Property Law	4	0	0	4
TSKL 104	Business Communication	4	0	0	4
TSKL 204L	Business Communication Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing Fourth Semester

Course Code	Course Name	L	T	P	C
	Core Foundation IV	2	0	0	2
	Elective Foundation II	2	0	0	2
COM 210	Emerging Banking Services	4	0	0	4
CS 203	Application Software for Management	4	0	0	4
MGMT 202	Basics of Financial Management**	4	0	0	4
CS 219L	Application Software for Management Lab	0	0	4	2
MGMT 211P	Project	0	0	8	4
	Semester Wise Total	16	0	12	22

Proposed Fourth Semester

Course Code	Course Name	L	T	P	C
	Core Foundation IV	2	0	0	2
	Elective Foundation II	2	0	0	2
COM 210	Emerging Banking Services	4	0	0	4
CS 203	Application Software for Management	4	0	0	4
MGMT 202	Basics of Financial Management**	4	0	0	4
CS 219L	Application Software for Management Lab	0	0	4	2
COM 303	Business Taxation	4	0	0	4
	Semester Wise Total	16	0	4	22

Existing Fifth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course-I	2	0	0	2
	Core Foundation Course V/ Elective Foundation Course III	2	0	0	2
	Discipline Elective I	4	0	0	4
COM 303	Business Taxation	4	0	0	4
MATH 306	Mathematics for Management	4	0	0	4
MGMT 305	E – Business**	4	0	0	4
MGMT 315P	Term Paper	0	0	12	6
	Semester Wise Total	20	0	12	26

Proposed Fifth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course-I	2	0	0	2
	Core Foundation Course V/ Elective Foundation Course III	2	0	0	2
	Discipline Elective I	4	0	0	4
MGMT 211P	Project#	0	0	8	4
MATH 306	Mathematics for Management	4	0	0	4
MGMT 305	E – Business**	4	0	0	4
MGMT_____	Term Paper	0	0	8	4
	OR				
New code	Corporate Governance##	4	0	0	4
	Semester Wise Total	20	0	20	26

Existing Sixth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course II	2	0	0	2
	Elective Foundation Course III/ Core foundation course V	2	0	0	2
	Discipline Elective - II	4	0	0	4
MGMT 313	Foundation of Bhartiya Prabandhan	4	0	0	4
MGMT 304	Business Policy**	4	0	0	4
LAW 311	Information Technology Law	4	0	0	4
MGMT 206	International Business	4	0	0	4
MGMT 313L	Foundation of Bhartiya Prabandhan Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Proposed Sixth Semester

Course Code	Course Name	L	T	P	C
	Vocational Course II	2	0	0	2
	Elective Foundation Course III/ Core foundation course V	2	0	0	2
	Discipline Elective - II	4	0	0	4
MGMT 313	Foundation of Bhartiya Prabandhan	4	0	0	4
MGMT 304	Business Policy**	4	0	0	4
LAW 311	Information Technology Law	4	0	0	4
MGMT 206	International Business	4	0	0	4
MGMT 313L	Foundation of Bhartiya Prabandhan Lab	0	0	4	2
	Semester Wise Total	24	0	4	26

Existing List of Discipline Elective Courses

Course Code	Course Name	L	T	P	C*
LAW 310	Human Rights Law and Practices	4	0	0	4
COM 312	Personal Finance	4	0	0	4
LAW 309	Banking Laws	4	0	0	4
LAW 312	Law of Torts	4	0	0	4
MGMT 308	Operations Management	4	0	0	4
MGMT 309	Organizational Studies	4	0	0	4
MGMT 314	Marketing in Special Domain	4	0	0	4
COM 313	Basics of Audit	4	0	0	4
MGMT 317	Fundamentals of Human Resource Management	4	0	0	4
MGMT 208	Retail Environment in Management	4	0	0	4
MGMT 312	Risk Management and Insurance	4	0	0	4

Proposed List of Discipline Elective Courses

Course Code	Course Name	L	T	P	C*
LAW 310	Human Rights Law and Practices	4	0	0	4
COM 312	Personal Finance	4	0	0	4
LAW 309	Banking Laws	4	0	0	4
LAW 312	Law of Torts	4	0	0	4
MGMT 308	Operations Management	4	0	0	4
MGMT 309	Organizational Studies	4	0	0	4
MGMT 314	Marketing in Special Domain	4	0	0	4
COM 313	Basics of Audit	4	0	0	4
MGMT 317	Fundamentals of Human Resource Management	4	0	0	4
MGMT 208	Retail Environment in Management	4	0	0	4
MGMT 312	Risk Management and Insurance	4	0	0	4
New Code	Heritage and Tourism Management	4	0	0	4

* L - Lecture hrs/week ; T - Tutorial hrs/week;

P - Project/Practical/Lab/All other non-classroom academic activities, etc. hrs/week; C- Credit Points of the Course

List of Alternative Online Courses						
S No	Agency/ Portal	Name of course	Duration	(Core/Elective/ Reading Elective)	Credit point(s)	URL
BBA – I Human Behaviour** (Student will choose any one option)						
1	UDEMY	Human Behaviour	52 Lectures	Core Course		https://www.udemy.com/organisational-behaviour/
2	Edx (University of British Columbia)	Organisation Behaviour	50 Lectures	Core Course		https://www.edx.org/course/organizational-behaviour-ubcx-busobhr1x
3	Coursera (MACQUARIE University)	Organisational Behaviour	60 Lectures	Core Course		https://www.coursera.org/learn/organisational-behaviour-know-your-people
BBA – II Statistics for Management** (Student will choose any one option)						
1	UDEMY	Intro to Statistics	44 Lectures	Core Course		https://www.udemy.com/intro-to-statistics-v/
2	Edx (MIT)	Fundamental of Statistics	60 Lectures	Core Course		https://www.edx.org/course/fundamentals-of-statistics
3	Coursera (University of Amsterdam)	Basic Statistics	56 Lectures	Core Course		https://www.coursera.org/learn/basic-statistics
BBA – III Foundation of Human Resource Management ** (Student will choose any one option)						
1	UDEMY	Human Resource Management	56 Lectures	Core Course		https://www.udemy.com/human-resource-management-management-series/
2	Edx (IIMBx)	People Management	45 Lectures	Core Course		https://www.edx.org/course/people-management-2
3	Coursera (University of Minnesota)	Preparing to manage human resource	40 Lectures	Core Course		https://www.coursera.org/learn/managing-human-resources
BBA – IV Basics of Financial Management ** (Student will choose any one option)						
1	UDEMY	Introduction to Financial Management	46 Lectures	Core Course		https://www.udemy.com/introduction-to-financial-management/
2	Edx (University of Maryland)	Financial Management in Organization	60 Lectures	Core Course		https://www.edx.org/course/financial-management-in-organizations-1
3	Coursera (University of Illinois)	Financial Management	52 Lectures	Core Course		https://www.coursera.org/specializations/financial-management

BBA V – E-Business (Student will choose any one option)						
1	Alison	e-commerce and selling online	50 Lectures	Core Course		https://alison.com/courses/e-commerce-and-selling-online/content
2	Edx (Curtin University)	Online Marketing Strategies	60 Lectures	Core Course		https://www.edx.org/course/online-marketing-strategies
3	Coursera (Lund University)	Digital Business Model	44 Lectures	Core Course		https://www.coursera.org/learn/digital-business-models
BBA VI – Business Policy (Student will choose any one option)						
1	Edx	Global Business Strategy	55 Lectures	Core Course		https://www.edx.org/course/usmx-global-business-strategy
2	Edx (IIMBx)	Strategic Management	45 Lectures	Core Course		https://www.edx.org/course/strategic-management
3	Coursera (Copenhagen Business School)	Strategic Management	40 Lectures	Core Course		https://www.coursera.org/learn/strategic-management

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The candidate opting course in online mode can only select “ Corporate Governance” as an optional subject.

Master of Business Administration

Programme Educational Objective

As the Management Education has undergone various changes due to changes in Indian economy with the advent of many events like Liberalisation and other economic reforms, there is need to develop quality and trained managers to meet the challenges of Indian Corporate Sector. The educational philosophy of M.BA is rooted in Indian culture and the value education provided by BanasthaliVidyapith. The curriculum of M.BA offered at BanasthaliVidyapith is designed keeping in view the existing and emerging requirements of different forms of organizations. On one hand the students are taught various core subjects like Accounting, Indian ethos, Managerial Economics, Corporate Governance, Business Environment and Research and on other they have been offered various specialisation courses like HR, Marketing, Finance and Banking, Public Policy and CSR, Retail Management, Aviation Management and Sports Management. With a focus to develop practical aspect the students have to do summer internship of six months along with this they need to pursue two Reading Electives too.

The main objectives of M.B.A programme are:

1. To produce industry ready graduates having highest regard for Personal and Institutional integrity, Social responsibility, Continuous Learning and Team work.
2. Develop an understanding of the diverse and rapidly changing business environment.
3. To enhance the critical thinking, nurture innovation and evaluating ability by imbibing the knowledge of research and statistics amongst the students.
4. To provide knowledge of industry and practical outlook, by implementing various industry accepted courses, by calling various industry experts and industrial training for the better development of the students and making them job ready.
5. To make students ethical, socially responsible when they take their personal as well as professional decisions.
6. To make the students aware that giving back to society is very important by teaching them CSR and ISR (Individual Social Responsibility).
7. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

Programme Outcomes

PO1:Leadership And Team Management Skills: As Management education is getting redefined in terms of analytical inputs, dynamic environment, the focus of programmes is on developing leadership traits among women in consonance with value education imparted at Banasthali Vidyapith.

PO2:Ethics: The learners will be imbued with utmost professional ethics that are required for a practical and impartial behaviour of the M.BA graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the Vidyapith, which are significant as the learner will function in the management sector, and an ethical behaviour of the highest level is expected from them.

PO3: Soft Skills, Personality Development and Communication:As the M.B.A graduate needs to have effective communication and interpersonal skills because they need to interact with various stakeholders so this programme focuses on this important aspect too.

PO4: Entrepreneurial Thinking: There is need to develop entrepreneurial mind set so that within the organization, managers can come out with new thoughts and initiatives. So this programme aims at developing various women entrepreneurs.

PO5: Industry Collaboration: There is need for active collaboration with industry for live projects so as to acquire adequate industry exposure, corporate exposure and to understand field level problems so in this programme we are having various industry collaborations. And due to all these efforts we are having our students placed in various prominent organizations.

PO6: Recent Specializations: This programme also offers some recent specializations like Public Policy and CSR, Aviation Management, Sports Management and Retail Management along with traditional specializations like Finance, Marketing and HR.

PO7: Encourage “Out of Box thinking”: the business environment is very dynamic nowadays so this programme focuses on approach of “Out of Box Thinking” by adopting various new techniques in pedagogy and inculcating recent trends in curriculum.

Programme Scheme : MBA

Existing First Semester

Course Code	Course Name	L	T	P	C *
MGMT 411	Financial and Cost Accounting	4	0	0	4
MGMT 418	Indian Ethos and Human Quality Development	4	0	0	4
MGMT 419	Information Technology and MIS	4	0	0	4
MGMT 422	Managerial Economics	4	0	0	4
MGMT 423	Marketing Management**	4	0	0	4
MGMT 425	People Management	4	0	0	4
MGMT 434	Quantitative Research Techniques	4	0	0	4
CS 407L/ MGMT 435L	Computer Lab- I/ Computer Lab I (Excel & SPSS)	0	0	6	3
Semester Wise Total:		28	0	6	31

Proposed First Semester

Course Code	Course Name	L	T	P	C*
MGMT 411	Financial and Cost Accounting	4	0	0	4
MGMT 418	Indian Ethos and Human Quality Development	4	0	0	4
MGMT 419	Information Technology and MIS	4	0	0	4
MGMT 422	Managerial Economics	4	0	0	4
MGMT 423	Marketing Management**	4	0	0	4
MGMT 425	People Management	4	0	0	4
MGMT 434	Quantitative Research Techniques	4	0	0	4
CS 407L/MGMT 435L	Computer Lab- I/ Computer Lab I (Excel & SPSS)	0	0	6	3
Semester Wise Total:		28	0	6	31

Existing Second Semester

Course Code	Course Name	L	T	P	C *
	Major Specialization Elective - I	4	0	0	4
	Major Specialization Elective - II	4	0	0	4
	Major Specialization Elective - III	4	0	0	4
	Minor Specialization Elective - I	4	0	0	4
MGMT 430	Business Environment and Operations**	4	0	0	4
MGMT 412	Financial Management	4	0	0	4
CS 408L/ MGMT 436L	Computer Lab II/ Computer Lab II (Eviews & R)	0	0	6	3
Semester Wise Total :		24	0	6	27

Proposed Second Semester

Course Code	Course Name	L	T	P	C *
	Major Specialization Elective - I	4	0	0	4
	Major Specialization Elective - II	4	0	0	4
	Major Specialization Elective - III	4	0	0	4
	Minor Specialization Elective - I	4	0	0	4
MGMT 430	Business Environment and Operations**	4	0	0	4
MGMT 412	Financial Management	4	0	0	4
CS 408L/ MGMT 436L	Computer Lab II/ Computer Lab II (Eviews & R)	0	0	6	3
Semester Wise Total :		24	0	6	27

Existing Third Semester

Course Code	Course Name	L	T	P	C *
	Reading Elective	0	0	0	2
MGMT 538P	Major Project	0	0	48	24
	Semester Wise Total :	0	0	48	26

Proposed Third Semester

Course Code	Course Name	L	T	P	C *
	Reading Elective	0	0	0	2
MGMT 538P	Major Project	0	0	48	24
	Semester Wise Total :	0	0	48	24

Existing Fourth Semester

Course Code	Course Name	L	T	P	C *
	Open Elective #	4	0	0	4
	Major Specialization Elective – IV	4	0	0	4
	Minor Specialization Elective- II	4	0	0	4
MGMT 505	Corporate Governance and Strategy**	4	0	0	4
MGMT 510	Indigenous Management System	4	0	0	4
MGMT 541S	Seminar	0	0	12	6
	Semester Wise Total :	20	0	12	26

Proposed Fourth Semester

Course Code	Course Name	L	T	P	C *
	Open Elective #	4	0	0	4
	Major Specialization Elective – IV	4	0	0	4
	Minor Specialization Elective- II	4	0	0	4
MGMT 505	Corporate Governance and Strategy**	4	0	0	4
MGMT 510	Indigenous Management System	4	0	0	4
MGMT 541S	Seminar	0	0	12	6
	Semester Wise Total :	20	0	12	26

OR

OR

Existing Fourth Semester

Course Code	Course Name	L	T	P	C *
	Reading Elective #	0	0	0	2
MGMT 539P	Major Project	0	0	48	24
	Semester Wise Total :	0	0	48	26

Proposed Fourth Semester

Course Code	Course Name	L	T	P	C *
	Reading Elective #	0	0	0	2
MGMT 539P	Major Project	0	0	48	24
	Semester Wise Total :	0	0	48	24

Existing List of Discipline Electives

Course Code	Course Name	L	T	P	C*
	Aviation Management(AM)				
MGMT 403	Airline and Airport Management	4	0	0	4
MGMT 408	Crew Resource Management and Aviation Safety	4	0	0	4
MGMT 414	Fundamentals and Principles of Aviation (Minor as well)	4	0	0	4
MGMT 520	Strategic Airlines Marketing and CRM (Minor as well)	4	0	0	4
	Finance and Banking (FB)				
MGMT 523	Banking and Financial Services (Minor as well)	4	0	0	4
MGMT 530	Taxation	4	0	0	4
MGMT 429	Security Analysis and Portfolio Management	4	0	0	4
MGMT 527	Strategic Financial Management (Minor as well)	4	0	0	4
	Human Resource Development (HR)				
MGMT 401	Advance Reading in HRD and HQD	4	0	0	4
MGMT 417	Human Resource Development System (Minor as well)	4	0	0	4
MGMT 424	Organization Development and Change Management	4	0	0	4
MGMT 512	Industrial Relations Management (Minor as well)	4	0	0	4
	Marketing Management (MM)				
MGMT 522	Advertising and Brand Management	4	0	0	4
MGMT 407	Consumer Behaviour (Minor as well)	4	0	0	4
MGMT 428	Sales and Distribution Management	4	0	0	4
MGMT 509	Global Marketing Management (Minor as well)	4	0	0	4
	Public Policy and CSR (PC)				

Proposed List of Discipline Electives

Course Code	Course Name	L	T	P	C*
	Aviation Management(AM)				
MGMT 403	Airline and Airport Management	4	0	0	4
MGMT 408	Crew Resource Management and Aviation Safety	4	0	0	4
MGMT 414	Fundamentals and Principles of Aviation (Minor as well)	4	0	0	4
MGMT 520	Strategic Airlines Marketing and CRM (Minor as well)	4	0	0	4
	Finance and Banking (FB)				
MGMT 523	Banking and Financial Services (Minor as well)	4	0	0	4
MGMT 530	Taxation	4	0	0	4
MGMT 429	Security Analysis and Portfolio Management	4	0	0	4
MGMT 527	Strategic Financial Management (Minor as well)	4	0	0	4
	Human Resource Development (HR)				
MGMT 401	Advance Reading in HRD and HQD	4	0	0	4
MGMT 417	Human Resource Development System (Minor as well)	4	0	0	4
MGMT 424	Organization Development and Change Management	4	0	0	4
MGMT 512	Industrial Relations Management (Minor as well)	4	0	0	4
	Marketing Management (MM)				
MGMT 522	Advertising and Brand Management	4	0	0	4
MGMT 407	Consumer Behaviour (Minor as well)	4	0	0	4
New Code	Sales and Distribution Management	4	0	0	4
New Code	Global Marketing Management (Minor as well)	4	0	0	4
	Public Policy and CSR (PC)				

MGMT 409	CSR and Social Entrepreneurship (Minor as well)	4	0	0	4
MGMT 415	Fundamentals of Public Policy and Public Management	4	0	0	4
MGMT 416	Fundamentals of Public Policy Implementation	4	0	0	4
MGMT 507D	Dissertation (Minor as well)	0	0	8	4
	Retail Management (RM)				
MGMT 420	Mall and Store Management (Minor as well)	4	0	0	4
MGMT 426	Retail Environment and Management	4	0	0	4
MGMT 427	Retail operations and Supply Chain Management	4	0	0	4
MGMT 518	Retail Marketing and Crew Resources Management (Minor as well)	4	0	0	4
	Sports Management (SM)				
MGMT 413	Foundation of Sports Management (Minor as well)	4	0	0	4
MGMT 501	Advance Reading in Sports (Minor as well)	4	0	0	4
	Business Analytics(BA)				
MGMT 437	Financial Analytics (Minor as Well)	4	0	0	4
MGMT 438	Predictive Analysis (Using R)	4	0	0	4
MGMT 439	Programming Analytics	4	0	0	4
MGMT 536	Marketing Analytics (Minor as Well)	4	0	0	4
	Entrepreneurship and Family Business (E&FB)				
MGMT 440	Social Entrepreneurship (Minor as well)	4	0	0	4
MGMT 537	Entrepreneurship and Family Business (Minor as Well)	4	0	0	4

MGMT 409	CSR and Social Entrepreneurship (Minor as well)	4	0	0	4
MGMT 415	Fundamentals of Public Policy and Public Management	4	0	0	4
MGMT 416	Fundamentals of Public Policy Implementation	4	0	0	4
MGMT 507D	Dissertation (Minor as well)	0	0	8	4
	Retail Management (RM)				
MGMT 420	Mall and Store Management (Minor as well)	4	0	0	4
MGMT 426	Retail Environment and Management	4	0	0	4
MGMT 427	Retail operations and Supply Chain Management	4	0	0	4
MGMT 518	Retail Marketing and Crew Resources Management (Minor as well)	4	0	0	4
	Sports Management (SM)				
MGMT 413	Foundation of Sports Management (Minor as well)	4	0	0	4
MGMT 501	Advance Reading in Sports (Minor as well)	4	0	0	4
	Business Analytics(BA)				
MGMT 437	Financial Analytics (Minor as Well)	4	0	0	4
MGMT 438	Predictive Analysis (Using R)	4	0	0	4
MGMT 439	Programming Analytics	4	0	0	4
MGMT 536	Marketing Analytics (Minor as Well)	4	0	0	4
	Entrepreneurship and Family Business (E&FB)				
MGMT 440	Social Entrepreneurship (Minor as well)	4	0	0	4
MGMT 537	Entrepreneurship and Family Business (Minor as Well)	4	0	0	4

Existing List of Reading Elective

Course Code	Course Name	L	T	P	C
MGMT 532R	Corporate Banking I	0	0	0	2
MGMT 534R	Digital Marketing **	0	0	0	2
MGMT 521R	Advance in Mutual Funds **	0	0	0	2
MGMT 529R	Supply Chain Management **	0	0	0	2
MGMT 531R	Advanced Readings in HRM	0	0	0	2
MGMT 533R	Corporate Banking II	0	0	0	2
MGMT 535R	Entrepreneurship**	0	0	0	2
MGMT 528R	Strategic Planning in IT	0	0	0	2
MGMT 540R	Research Methodology	0	0	0	2
MGMT 542R	Data Visualization for Analytics@	0	0	0	2

Proposed List of Reading Elective

Course Code	Course Name	L	T	P	C
New Code	Corporate Banking I	0	0	0	2
MGMT 534R	Digital Marketing **	0	0	0	2
MGMT 521R	Advance in Mutual Funds **	0	0	0	2
MGMT 529R	Supply Chain Management **	0	0	0	2
MGMT 531R	Advanced Readings in HRM	0	0	0	2
New Code	Corporate Banking II	0	0	0	2
MGMT 535R	Entrepreneurship**	0	0	0	2
MGMT 528R	Strategic Planning in IT	0	0	0	2
MGMT 540R	Research Methodology	0	0	0	2
MGMT 542R	Data Visualization for Analytics@	0	0	0	2

* **L - Lecture hrs/week; T - Tutorial hrs/week;**

P-Project/Practical/Lab/All other non-classroom academic activities, etc. hrs/week; C - Credit Points of the Course

Student can opt open (Generic) elective from any discipline of the Vidyapith with prior permission of respective heads and time table permitting.

Every Student shall also opt for:

Five Fold Education: Physical Education I, Physical Education II,
 Five Fold Education: Aesthetic Education I, Aesthetic Education II,
 Five Fold Education: Practical Education I, Practical Education II
 one each semester

List of Alternative Online Courses

MBA – I Marketing Management** (Student will choose any one option)						
1	Coursera (University of Pennsylvania)	Introduction to Marketing	50 Lectures	Core Course		https://www.coursera.org/learn/wharton-marketing
2	Edx (University of British Columbia)	Marketing Management	56 Lectures	Core Course		https://www.edx.org/course/marketing-management-1
3	Edx (IIMBx)	Marketing Management	45 Lectures	Core Course		https://www.edx.org/course/marketing-management-2
MBA – II Business Environment and Operations Management** (Student will choose any one group)						
1	UDEMY	Managing Business Operations Introduction to Environment	33 Lectures 22 Lectures	Core Course		https://www.udemy.com/managing-business-operations/ https://www.udemy.com/environment-health-safety-management/
2	Coursera (University of London) (University of Pennsylvania)	International Business Environment Introduction to Operations Management	20 Lectures 24 Lectures	Core Course		https://www.coursera.org/learn/global-business-environment https://www.coursera.org/learn/wharton-operations
3	Edx(OECX) (IIMBx)	Business and its Environment Operations Management	22 Lectures 28 Lectures	Core Course		https://www.edx.org/course/business-its-environment-overview-oecx-bp111x https://www.edx.org/course/operations-management-0
MBA – III Digital Marketing** (Reading Elective) (Student will choose any one option)						
1	UDEMY	The Complete Digital Marketing Course - 12 Courses in 1	20 Lectures	Reading Electives		https://www.udemy.com/learn-digital-marketing-course/
2	Edx (IIMBx)	Digital Transformation: Market and Industry Analysis	28 Lectures	Reading Electives		https://www.edx.org/course/digital-transformation-market-and-industry-analysis
MBA – III Supply Chain Management** (Reading Elective) (Student will choose any one option)						
1	UDEMY	Operations and Supply Chain Management	21 Lectures	Reading Electives		https://www.udemy.com/operations-and-supply-chain-management/
2	Coursera (Rutgers, The State University of New Jersey)	Supply Chain Management Strategy	18 Lectures	Reading Electives		https://www.coursera.org/learn/supply-chain-management-strategy
3	Edx(IIMBx)	Operations Management	20 Lectures	Reading Electives		https://www.edx.org/course/operations-management-0
MBA – III Entrepreneurship** (Reading Elective) (Student will choose any one option)						
1	Coursera	Entrepreneurship Specialization	30 Lectures	Reading Electives		https://www.coursera.org/specializations/wharton-entrepreneurship
MBA III – Advances in Mutual Funds** (Reading Elective)						
1	NISM	NISM-Series-V-C: Mutual Fund Distributors (Level 2) Certification Examination	30 Lectures	Reading Electives		https://www.nism.ac.in/certification/index.php/nism-certifications/mutual-fund/mutual-fund-distributors-level-2
MBA IV – Corporate Governance and Strategy** (Student will choose any one option)						

2	Edx (IIMBx)	Strategic Management	45 Lectures	Core Course		https://www.edx.org/course/strategic-management
2	UDEMY	Business Strategy: 8 Best Strategies for Business Growth	45 Lectures	Core Course		https://www.udemy.com/business-strategy-8-best-strategies-for-business-growth/
3	Edx	Global Business Strategy	55 Lectures	Core Course		https://www.edx.org/course/usmx-global-business-strategy

**The Vidyapith has decided to provide an opportunity to the students to earn credits in the above marked course by studying the course from the stipulated URL & taking the examination conducted by the concerned course provider. The credits obtained by the students would be the only bases for permitting marks for both continuous and term end evaluation. However the student must appear in the examination only after taking consent of the Dean FMS-WISDOM or as per notice (if any) issued by the Vidyapith.

Name of Programme: Master of Commerce

Program Educational Objective

In our country, teaching and research in commerce is being carried out by many of the universities. Banasthali Vidyapith, which has been successfully nurturing women for variety of roles in society for the last eight decades, is trying to develop teaching and research talent to create academic expertise suiting to contemporary needs of the society. SBI School of Commerce & Banking offers M.Com Program with emphasis on application oriented approach to fulfill the requirements of academia and corporate both. The program is of two years duration divided in four semesters to deal with practical aspects of financial and non financial sectors. The program has aim to nurture research culture and also promote industry internship. The third semester provides elective opportunity in emerging areas such as accounting and finance, banking, and Public Policy and law. Whereas the fourth semester provides dissertation and internship opportunity so that students can understand their career as a profession of right skills, capability and attitude.

The specific objectives of the M.Com program are:

1. To prepare the students to evaluate environmental factors that influence business operation by providing higher level knowledge and understanding of contemporary trends in commerce and business finance.
2. To prepare students for analytical approach in regard of the structure and operations of financial markets, role of government and central banks and related laws and regulations.
3. To facilitate the students to understand and analyze the risk in financial decisions and its effect on various business situations.
4. To prepare students to start their own venture by inculcating the skills of entrepreneurship and networking.
5. Guest sessions by various industry experts for students to observe and analyze the behavior of different firms which helpful to develop their understanding towards industrial research.
6. To provide guidance to students to undertake independent research either through dissertation or internship mode in their own chosen discipline.
7. To train the students for teamwork, learning and continuous professional development by inculcating strong ethical and moral values.

PROGRAMME OUTCOMES

PO1: Educational Improvement: The primary objective of commerce education is to enable students to understand the dynamic environment and developments in national and global financial sectors through effective delivery of the curricular aspects.

PO2: Personal Development: The program adopts a reflective approach for personal development of the student by providing vast treasure of knowledge and developing communication and interpersonal skills.

PO3: Practical Knowledge: The student will enable to evaluate the various financial investment avenues with the use of software tools to carry out a specified financial analysis of a business application.

PO4: Teaching Methodology: M.Com program uses the case study approach and presentation sessions which is helpful for students to further understanding of the concepts and bring students abreast with the corporate culture.

PO5: Professional Exposure: M.Com program prepares and motivates the students for the positions of leadership in business organizations or in their own venture by providing analytical inputs and industry exposures.

PO6: Holistic Development: The program is focused on the overall development of the student in the latest trends in relevant branches of knowledge, competence and creativity to face challenges.

PO7: Value Based Development: The program inculcates a sense of responsibility, social commitment, and moral accountability among the students through providing in-depth knowledge of Indian ethos and culture.

Programme Scheme: M.Com

Existing First Semester					
Course Code	Course Name	L	T	P	C*
COM 402	Advanced Corporate Accounting	4	0	0	4
COM 403	Advanced Financial Management	4	0	0	4
COM 406	Business Economics	4	0	0	4
COM 407	Entrepreneurship	4	0	0	4
COM 409	Indian Ethos and Culture	4	0	0	4
COM 411	Organizational Communication #	4	0	0	4
Semester Wise Total :		24	0	0	24

Proposed First Semester					
Course Code	Course Name	L	T	P	C*
COM 402	Advanced Corporate Accounting	4	0	0	4
COM 403	Advanced Financial Management	4	0	0	4
COM 406	Business Economics	4	0	0	4
COM 407	Entrepreneurship	4	0	0	4
COM 409	Indian Ethos and Culture	4	0	0	4
COM 411	Organizational Communication #	4	0	0	4
Semester Wise Total :		24	0	0	24

Existing Second Semester					
Course Code	Course Name	L	T	P	C*
COM 401	Advanced Business Laws - I	4	0	0	4
COM 405	Auditing	4	0	0	4
COM 408	Financial Institutions and Markets #	4	0	0	4
COM 410	International Business and Finance	4	0	0	4
COM 412	Personal Financial Management	4	0	0	4
COM 404	Application Software for Accounting	4	0	0	4
COM 413 L	Application Software for Accounting Lab	0	0	4	2
Semester Wise Total :		24	0	4	26

Proposed Second Semester					
Course Code	Course Name	L	T	P	C*
COM 401	Advanced Business Laws - I	4	0	0	4
COM 405	Auditing	4	0	0	4
COM 408	Financial Institutions and Markets #	4	0	0	4
COM 410	International Business and Finance	4	0	0	4
COM 412	Personal Financial Management	4	0	0	4
COM 404	Application Software for Accounting	4	0	0	4
COM 413 L	Application Software for Accounting Lab	0	0	4	2
Semester Wise Total :		24	0	4	26

Existing Third Semester					
Course Code	Course Name	L	T	P	C*
COM 502	Advanced Business Laws II	4	0	0	4
COM 504	Advertising Management #	4	0	0	4
COM 510	Insurance Management	4	0	0	4
COM 507	Corporate Social Responsibility	4	0	0	4
	Discipline Elective	4	0	0	4
	Open Elective	4	0	0	4
Semester Wise Total:		24	0	0	24

Proposed Third Semester					
Course Code	Course Name	L	T	P	C*
COM 502	Advanced Business Laws II	4	0	0	4
COM 504	Advertising Management #	4	0	0	4
New Code	Insurance Management	4	0	0	4
COM 507	Corporate Social Responsibility	4	0	0	4
	Discipline Elective	4	0	0	4
	Open Elective	4	0	0	4
Semester Wise Total:		24	0	0	24

Existing Fourth Semester

Course Code	Course Name	L	T	P	C*
	Reading Elective	0	0	0	2
COM 515P	Major Project	0	0	48	24
	Semester Wise Total:	0	0	48	26

Proposed Fourth Semester

Course Code	Course Name	L	T	P	C*
	Reading Elective	0	0	0	2
COM 515P	Major Project	0	0	48	24
	Semester Wise Total:	0	0	48	26

Existing List of Discipline Electives

Course Code	Course Name	L	T	P	C*
	<i>Accounting and Finance (AF)</i>				
COM 512	Management Accounting	4	0	0	4
COM 501	Advance Investment Management	4	0	0	4
	<i>Public Policy & Law</i>				
COM 513	Public Policy	4	0	0	4
COM 503	Advanced Business Laws-III	4	0	0	4
COM 514	Qualitative Research	4	0	0	4
	<i>Banking & Financial Services</i>				
COM 509	Indian Banking Sector	4	0	0	4
COM 505	Banking Theory and Practices	4	0	0	4
COM 506	Business Analytics	4	0	0	4

Proposed List of Discipline Electives

Course Code	Course Name	L	T	P	C*
	<i>Accounting and Finance (AF)</i>				
COM 512	Management Accounting	4	0	0	4
COM 501	Advance Investment Management	4	0	0	4
	<i>Public Policy & Law</i>				
COM 513	Public Policy	4	0	0	4
COM 503	Advanced Business Laws-III	4	0	0	4
COM 514	Qualitative Research	4	0	0	4
	<i>Banking & Financial Services</i>				
COM 509	Indian Banking Sector	4	0	0	4
COM 505	Banking Theory and Practices	4	0	0	4
COM 506	Business Analytics	4	0	0	4

Existing List of Reading Elective

Course Code	Course Name	L	T	P	C
MGMT 532R	Corporate Banking I	0	0	0	2
MGMT 534R	Digital Marketing **	0	0	0	2
MGMT 521R	Advance in Mutual Funds **	0	0	0	2
MGMT 529R	Supply Chain Management **	0	0	0	2
MGMT 531R	Advanced Readings in HRM	0	0	0	2
MGMT 533R	Corporate Banking II	0	0	0	2
COM 508R	IFRS **	0	0	0	2
MGMT 528R	Strategic Planning in IT	0	0	0	2

Proposed List of Reading Elective

Course Code	Course Name	L	T	P	C
New Code	Corporate Banking I	0	0	0	2
MGMT 534R	Digital Marketing **	0	0	0	2
MGMT 521R	Advance in Mutual Funds **	0	0	0	2
MGMT 529R	Supply Chain Management **	0	0	0	2
MGMT 531R	Advanced Readings in HRM	0	0	0	2
New Code	Corporate Banking II	0	0	0	2
COM 508R	IFRS **	0	0	0	2
MGMT 528R	Strategic Planning in IT	0	0	0	2

* L - Lecture hrs/week; T - Tutorial hrs/week;
P-Project/Practical/Lab/All other non-classroom academic activities, etc. hrs/week; C - Credit Points of the Course

List of Alternative Online Courses

M.Com – I Organizational Communication** (Student will choose any one option)						
1	UDEMY	Communication Skills: Personality and Behaviour in Business	60 Lectures	Core Course		https://www.udemy.com/behaviour-in-business/
2	Edx (UBCx)	Business Communication	50 Lectures	Core Course		https://www.edx.org/course/business-communications-ubcx-bus2x
3	Coursera (University of Washington)	Business English Communication Skills Specialization	48 Lectures	Core Course		https://www.coursera.org/specializations/business-english
M.Com – II Financial Institutions and Markets** (Student will choose any one option)						
1	Class Central (University of Michigan- edx)	Financial Institution and markets	40 Lectures	Core Course		https://www.classcentral.com/course/edx-financial-institutions-and-markets-6260
2	NPTEL	Financial Institution and markets	48 Lectures	Core Course		https://onlinecourses.nptel.ac.in/noc19_mg05/preview
3	Coursera (AIBE)	Capital Markets and Financial Institutions	40 Lectures	Core Course		https://www.coursera.org/learn/capital-markets-and-financial-institutions
M.Com – III Advertising Management** (Student will choose any one option)						
1	Coursera (Northwestern University)	Content, Advertising, & Social IMC	42 Lectures	Core Course		https://www.coursera.org/learn/social-ime
2	Edx (University of Pennsylvania)	Selling Ideas	48 Lectures	Core Course		https://www.edx.org/course/selling-ideas-how-to-influence-others-5
3	Coursera (IE Business School)	Integrated Marketing Communication	56 Lectures	Core Course		https://www.coursera.org/learn/integrated-marketing-communications
M.Com IV – Supply Chain Management ** (Reading Elective) (Student will choose any one option)						
1	UDEMY	Operations and Supply Chain Management	21 Lectures	Reading Electives		https://www.udemy.com/operations-and-supply-chain-management/
2	Coursera (Rutgers, The State University of New Jersey)	Supply Chain Management Strategy	18 Lectures	Reading Electives		https://www.coursera.org/learn/supply-chain-management-strategy
3	Edx (IIMBx)	Operations Management	20 Lectures	Reading Electives		https://www.edx.org/course/operations-management-0
M.Com– IV Digital Marketing ** (Reading Elective) (Student will choose any one option)						
1	UDEMY	The Complete Digital Marketing Course - 12 Courses in 1	40 Lectures	Reading Electives		https://www.udemy.com/learn-digital-marketing-course/
2	Edx (IIMBx)	Digital Transformation: Market and Industry Analysis	28 Lectures	Reading Electives		https://www.edx.org/course/digital-transformation-market-and-industry-analysis

M.Com –IV Advances in Mutual Funds ** (Reading Elective)						
1	NISM	NISM-Series-V-C: Mutual Fund Distributors (Level 2) Certification Examination	30 Lectures	Reading Electives		https://www.nism.ac.in/certification/index.php/nism-certifications/mutual-fund/mutual-fund-distributors-level-2
M.Com –IV - IFRS ** (Reading Elective) (Student will choose any one option)						
1	UDEMY	IFRS Financial Reporting	15 Lectures	Reading Electives		https://www.udemy.com/ifrs-financial-reporting/
2	Coursera (University of Illinois)	Financial Reporting Capstone	30 Lectures	Reading Electives		https://www.coursera.org/learn/financial-reporting-capstone
3	UDEMY	IFRS and ASPE 101	11 Lectures	Reading Electives		https://www.udemy.com/topic/ifrs/

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Annexure- III

ABC:Deleted

ABC: New Topic Introduced

ABC:Resequenced

Name of Programme: MBA II SEM

Subject: Management

Course Details:

Sr. No.	Course List	Learning Outcomes	Existing Syllabus	Suggested Syllabus	Remarks
1	Sales and Distribution Management (New Code)	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of sales management • Become well versed with the concept of distribution management and the related operations of various companies • Develop understanding and choose one of the sales and distribution management areas like sales, logistics, channel management as their career option 	<p>Section A: Objective & functions of Sales Management, Formulating personal selling strategies, qualities of the effective sales executives, salesmanship, organisation of sales department, sales force management – Recruitment, Training, Motivation, Compensation, Evaluation of salespersons.</p> <p>Section B: Planning the sales effort – Sales budget, sales quota, sales territories, sales control & cost analysis, distribution Functions: Roles of Intermediaries, Roles of distribution in service sector.</p> <p>Section C:</p>	<p>Section A: Intr Introduction to Selling, Marketing Vs. Selling, Objective & functions of Sales Management, Formulating personal selling strategies, qualities of the effective sales executives. The selling process: Pre-sales Preparation – Prospecting – Pre-Approach – Approach – Presentation and Demonstration – Objections handling – Closing the sale. Salesmanship, organisation of sales department, sales force management – Recruitment, Training, Motivation, Compensation, Evaluation of sales persons, Recent trends in selling.</p> <p>Section B: Planning Sales – Forecasting: Sales Forecasting methods, Sales Budgets, Sales Territories: Definition, Procedure for</p>	<ul style="list-style-type: none"> • More than 50% syllabus updated due to the changing trends of the business and marketing scenario. • Topics added to make the syllabus industry ready

~~Channel Strategy~~, Selection of Channels, Dealer Selection, Motivation & Evaluation, ~~Indian Distribution System~~, Physical Distribution —~~Logistics for Physical distribution~~, Transportation, Warehousing, Inventory Management, Recent trends in whole selling & retailing & dealers' network.

Suggested Readings:

Upon completion of the course the student will be able to:

1. Still, R., Cundiff, W., & Govani, N.P (2016). Sales Management : Decisions, Strategies and cases (6 ed.), New Delhi: PHI.
2. S.L. Gupta (2013). Sales and Distribution Management (3ed.), New Delhi: Excel Books.
3. Allen, P. (). Sales and sales management (2 ed.), London: Macdonald & Evans.
4. Kapoor, S, Kansal, P. (2005). Basics of Distribution Management

designing sales territories, Purpose, Routing & Scheduling, Sales Quotas: Definition, Objectives & types, Sales control & Sales Cost analysis, Technology & Sales Force Automation.

Section C:

Supply Chain Management, Logistics & Distribution. Distribution Function: Role of Intermediaries, Role of distribution in service sector. Formulating a Channel Strategy, Selection of Channels, Dealer Selection, Physical Distribution, Transportation, Warehousing, Inventory Management, Channel Information System, Recent trends in wholesaling, retailing & dealers network. Channel Management for rural markets.

Suggested Readings:

Upon completion of the course the student will be able to:

1. Still, R., Cundiff, W., & Govani, N.P (2016). Sales Management :Decisions, Strategies and cases (6 ed.), New Delhi: PHI.
2. S.L. Gupta (2013). Sales and Distribution Management (3ed.), New Delhi: Excel Books.

			<p>(3 ed.), Delhi: PHI.</p> <p>Suggested E-Learning Materials:</p> <ol style="list-style-type: none"> 1. Starr, Rob. (2017). What Makes a Good Salesperson? 25 Qualities to Look For. Retrieved from https://smallbiztrends.com/2017/08/what-makes-a-good-salesperson.html. 2. Pollitt, D. (1999). Physical distribution and logistics management in the digital era", International Journal of Physical Distribution & Logistics Management. Retrieved from https://doi.org/10.1108/09600039910757752. 3. Rao, K.S. (2014). Introduction to Sales and Distribution Management. Retrieved from https://www.youtube.com/watch?v=tTB52_VMCTc. 	<ol style="list-style-type: none"> 3. Allen, P. (). Sales and sales management (2 ed.), London: Macdonald & Evans. 4. Kapoor, S, Kansal, P. (2005). Basics of Distribution Management (3 ed.), Delhi: PHI. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Starr, Rob. (2017). What Makes a Good Salesperson? 25 Qualities to Look For. Retrieved from https://smallbiztrends.com/2017/08/what-makes-a-good-salesperson.html. 2. Pollitt, D. (1999). Physical distribution and logistics management in the digital era", International Journal of Physical Distribution & Logistics Management. Retrieved from https://doi.org/10.1108/09600039910757752. 3. Rao, K.S. (2014). Introduction to Sales and Distribution Management. Retrieved from https://www.youtube.com/watch?v=tTB52_VMCTc. 	
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2	MGMT 522 Advertisement and Brand Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Select appropriate promotion mix to meet marketing objectives. • Analyze and implement branding strategies to solve business problems. • Understand various issues and limitations involved in promotion mix. 	<p>Section A:</p> <p>Defining advertising - Meaning and scope, Brief history of development and growth of advertising, Benefits of advertising, Criticism of advertising. Role of marketing in the marketing strategy of a firm. Relationship of advertising with other elements of promotion mix, Legal ethical and social issues in advertising Advertising agency: Need, organizing and functions of ad agency, Agency pitching process, Types of ad agencies, Choice of ad agency, agency compensation, client agency relationship.</p> <p>Section B :</p> <p>Strategic Advertising Research, Planning an ad campaign: Advertising Planning, Advertising objectives, Advertising budget, Advertising Media Strategy, media selection, media planning and buying ,Creative Strategy: Facets of creative strategy, Planning and managing creativity in advertisement,</p>	<p>Section A:</p> <p>Defining advertising - Meaning and scope, Types of Advertising, Brief history of development and growth of advertising, Benefits of advertising, Criticism of advertising. Role of marketing in the marketing strategy of a firm. Advertising and marketing-Recent trends. Relationship of advertising with other elements of promotion mix, Legal ethical and social issues in advertising Advertising agency: Need, organizing and functions of ad agency, Agency pitching process, Types of ad agencies, Choice of ad agency, agency compensation, client agency relationship.</p> <p>Section B:</p> <p>Strategic Advertising Research, Planning an ad campaign: Advertising Planning, Advertising objectives, Advertising budget, Advertising Media Strategy, media selection, media planning and buying ,Creative Strategy: Facets of creative strategy, Planning and managing creativity in advertisement, Developing an ad</p>	<ul style="list-style-type: none"> • Topics introduced in line with the changes in the market scenario. • Syllabus updated as per the industry requirements

			<p>Developing an ad campaign.</p> <p>Section C:</p> <p>Digital Marketing – SEO, SEM, Web Analytics, Email marketing, Social Media Marketing, Blog Marketing, Mobile Marketing Brand Management : Introduction, History and its current importance, Strategic Brand Management Process, Current challenges in building the brand, Brand elements, Brand Personality, Brand Positioning , Basic concepts of brand equity and Brand Reposition concept</p> <p>Suggested Readings:</p> <p>1.Batra Rajeev, John G. Myers, David A. Aaker (1996). Advertising Management (5 ed.), The University of Michigan, Prentice Hall.</p> <p>2. Keller K L, Parameswaran M G, Jacob I (2008). Strategic Brand Management (3 ed.), New Delhi, Pearson</p> <p>Suggested E-Learning Resources:</p> <p>1. Gaur, M. (2017). Advertsing agency, role and types.Retrieved</p>	<p>campaign.Study of Global Nature of Advertising .</p> <p>Section C:</p> <p>Digital Marketing – SEO, SEM, Web Analytics, Email marketing, Social Media Marketing, Blog Marketing, Mobile Marketing,Integrated Digital Marketing campaign, Brand Management : Introduction, History and its current importance, Strategic Brand Management Process, Current challenges in building the brand, Brand elements, Brand Personality, Brand Positioning , Basic concepts of brand equity , Brand Reposition, Brand Differentiation and Brand Extension concept.</p> <p>Suggested Readings:</p> <p>1.Batra Rajeev, John G. Myers, David A. Aaker (1996). Advertising Management (5 ed.), The University of Michigan, Prentice Hall.</p> <p>2. Keller K L, Parameswaran M G, Jacob I (2008). Strategic Brand Management (3</p>	
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			<p>from https://www.slideshare.net/MonikaGaur1/advertising-agency-role-andtypes.</p> <p>2. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from https://www.youtube.com/watch?v=Fj5DfjtTYec</p> <p>3. Curleigh, J. (2013). How to enhance and expand a global brand. Retrieved from https://www.ted.com/talks/james_curleigh_how_to_enhance_and_expand_a_global_brand</p>	<p>ed.), New Delhi, Pearson</p> <p>Suggested E-Learning Resources:</p> <p>1. Gaur, M. (2017). Advertsing agency, role and types. Retrieved from https://www.slideshare.net/MonikaGaur1/advertising-agency-role-andtypes.</p> <p>2. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from https://www.youtube.com/watch?v=Fj5DfjtTYec</p> <p>3. Curleigh, J. (2013). How to enhance and expand a global brand. Retrieved from https://www.ted.com/talks/james_curleigh_how_to_enhance_and_expand_a_global_brand</p>	
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3.	MGMT 401 Advance Readings in HRD & HQD	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand the concept of Institution building, the role of management in institution Building and the impact of institutions on society • Learn about the various Indian Models of Leadership and their implications for managers • Gain in-depth knowledge about Role and Role Analysis and their significance for the individual and organizations • Learn about organization culture and its implication for managers • Understand HR polices, cultural differences, IHRM, Audit of Human Resource, HRA & HRIS 	<p>Section A</p> <p>Readings would be so selected as to also cover the following aspects. Institution building: Process, Values for institution building, Role of top management, Role models in institution building from social, Educational and corporate management field.</p> <p>Leadership: comparison of western and Japanese leadership model, Indian models for leadership: Pioneering Innovative, Nurturant task model, Transformation leadership Indian context, Profile of an effective leader. Teamwork and Mentoring.</p> <p>on B</p> <p>Concept, role taking V/s role making. Integration of individual with organization, Types of role stress. Coping with stress, Role analysis process, Role efficacy- Concept and dimensions of role efficacy. Organisation culture and its implication for managers. Organisational effectiveness. Organisation & environment interface. Indian environment and organizational behavior.</p>	<p>Section A</p> <p>Readings would be so selected as to also cover the following aspects. Institution building: Process, Values for institution building, Role of top management, Role models in institution building from social, Educational and corporate management field.</p> <p>Leadership: comparison of western and Japanese leadership model, Indian models for leadership: Pioneering Innovative, Nurturant task model, Transformation leadership Indian context, Profile of an effective leader. Teamwork and Mentoring</p> <p>Section B</p> <p>Role: Concept, role taking V/s role making. Integration of individual with organization, Types of role stress. Coping with stress, Role analysis process, Role efficacy- Concept and dimensions of role efficacy.</p> <p>Emotional Intelligence: Concept, Models and benefits of EI. Organisation & environment interface. Indian environment and organizational behavior.</p> <p>Section C</p> <p>HRD audit. International Human Resource Management: Defining IHRM, Cultural differences & HRM, HR Policies across cultures, Recruiting, Selecting, Training, Appraising and Compensating</p>	<ul style="list-style-type: none"> • Topic of Emotional Intelligence added as make the syllabus in line with the today's requirement. • While some topics are deleted as already covered in the syllabus of People Management in first semester
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			<p>Section C</p> <p>HRD audit. International Human Resource Management: Defining IHRM, Cultural differences & HRM, HR Policies across cultures, Recruiting, Selecting, Training, Appraising and Compensating international Managers. Human Resource Accounting: Concept, approaches to HRA, Controlling cost of Manpower. Introduction to HRIS. Content analysis of books in HRD and HQD</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. McCauley-Smith, C. (2017). Book review: HRD, OD, and institution building: Essays in memory of Udai Pareek. 2. Pareek"s, U. (2017). Undersnading Orgaizational Behaviour (4 ed.) New Delhi: Oxford University Press. 3. Sinha, J. B. (1995). The cultural context of leadership and power. (1 ed), New Delhi, SAGE Publications Pvt. Limited. 4. Chakraborty, S.K (1987). Managerial Effectiveness and Quality of Work Life; Indian 	<p>international Managers. Human Resource Accounting: Concept, approaches to HRA, Controlling cost of Manpower. Introduction to HRIS. Content analysis of books in HRD and HQD</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. McCauley-Smith, C. (2017). Book review: HRD, OD, and institution building: Essays in memory of Udai Pareek. 2. Pareek"s, U. (2017). Undersnading Orgaizational Behaviour (4 ed.) New Delhi: Oxford University Press. 3. Sinha, J. B. (1995). The cultural context of leadership and power. (1 ed), New Delhi, SAGE Publications Pvt. Limited., 4. Chakraborty, S.K (1987). Managerial Effectiveness and Quality of Work Life; Indian Insights. (1 ed), New Delhi, Tata McGraw-Hill Publishing Company Limited 5. Pareek, U. (1994). Making organizational roles effective. (3 ed), Delhi, Tata McGraw-Hill. 6. Rao, T. V. (2014). HRD audit: Evaluating the human resource function for business improvement. 	
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			<p>Insights. (1 ed), New Delhi, Tata McGraw-Hill Publishing Company Limited</p> <p>5. Pareek, U. (1994). Making organizational roles effective. (3 ed), Delhi, Tata McGraw-Hill.</p> <p>6. Rao, T. V. (2014). HRD audit: Evaluating the human resource function for business improvement. (1 ed), Delhi, SAGE Publications India.</p> <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Radjou, N. (2014). Creative problem-solving in the face of extreme limits. Retrieved from https://www.ted.com/talks/navi_radjou_creative_problem_solving_in_the_face_of_extreme_limits/transcript?language=en. 2. Mehta, A. (2018). New Models of Leadership. Retrieved from https://www.youtube.com/watch?v=xC8SD2S5Hok. 3. Hunt, L. (2013). The power of mentoring. Retrieved from https://www.youtube.com/watch?v=Atme26C015E. 	<p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Radjou, N. (2014). Creative problem-solving in the face of extreme limits. Retrieved from https://www.ted.com/talks/navi_radjou_creative_problem_solving_in_the_face_of_extreme_limits/transcript?language=en. 2. Mehta, A. (2018). New Models of Leadership. Retrieved from https://www.youtube.com/watch?v=xC8SD2S5Hok. 3. Hunt, L. (2013). The power of mentoring. Retrieved from https://www.youtube.com/watch?v=Atme26C015E. 	
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4.	MGMT 424 Organization Development and Change Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> ● Gain an insight into how to lead, adapt, and manage change ● Develop skills to collaboratively manage the culture of an organization to attain the goals and purposes of the organization. ● Develop the skills to design interventions as needed. ● Learn the technicalities of counselling and will gain skills for counselling as intervention 	<p>Section A:</p> <p>Organizational Change:Reasons for change, Organizational evolution and life cycle, Process of organizational change, Guidelines for facilitating change,Role and skills of change agent, Internal and external change agents, Issues in client-consultant relationship. ‘Resistance to change’</p> <p>Concept, need for O.D, changingcorporate context and organization development, Integrating OD and organization strategy, competitive advantage and role of OD History and various stems of O.D., Values, Assumptions and beliefs in O.D., The O.D. Process.</p> <p>Section B:</p> <p>O.D. interventions – classification, individual development, Personal effectiveness, Sensitivity training, Life and</p>	<p>Section A:</p> <p>Organizational Change:Reasons for change, Organizational evolution and life cycle, Process of organizational change, Guidelines for facilitating change,Role and skills of change agent, Internal and external change agents, Issues in client-consultant relationship. ‘Resistance to change’</p> <p>Concept, need for O.D, changingcorporate context and organization development, Integrating OD and organization strategy, competitive advantage and role of OD History and various stems of O.D., Values, Assumptions and beliefs in O.D., The O.D. Process.</p> <p>Section B:</p> <p>O.D. interventions – classification, individual development, Personal effectiveness, Sensitivity training, Life and career planning interventions, Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting. Inter-Group intervention–</p>	<ul style="list-style-type: none"> ● Topics added to detail the syllabus for better understanding. ● Some topics deleted as not in line with the content of the syllabus. ● Reference book added as more detailed information is given in the book
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			<p>career planning interventions, Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting. Inter-Group intervention–Organization mirroring, Partnering, Comprehensive interventions– Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.</p> <p>Section C:</p> <p>Counselling: Introduction, Counselor’s attitude and skills in counselling, Process of counselling, Problems in counselling- with counselor, with staff and with process, Issues in counseling.</p> <p>Managing change in era of mergers and acquisitions.</p>	<p>Organization mirroring, Partnering, Comprehensive interventions– Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.</p> <p>Section C:</p> <p>Counselling: Introduction, Counselor’s attitude and skills in counselling, Process of counselling, Problems in counselling- with counsellor and with staff.</p> <p>Managing change in virtual organizations and in era of mergers & acquisitions, WaysArtificial Intelligence is reinventing HR function</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. French, Wendell L., and Cecil, Bell H. (2014) Organization Development (6 ed). New Delhi: PHI. 2. Cummings, Thomas G., and Worley, Christopher G. (2007). Organization Development and Change (8 ed). Haryana: Thomson 3. Singh, Kavita (2011). Organisation Change and Development (2 ed). New 	
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			<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. French, Wendell L., and Cecil, Bell H. (2014) Organization Development (6 ed). New Delhi: PHI. 2. Cummings, Thomas G., and Worley, Christopher G. (2007). Organization Development and Change (8 ed). Haryana: Thomson 3. Singh, Kavita (2011). Organisation Change and Development (2 ed). New Delhi: Excel Books. 4. Nigel, MacLennan (1998). Counselling for Managers. Vermont: Grower Paperback. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Moores, K., & Yuen, S. (2001). Management accounting systems and organizational configuration: a life-cycle perspective. Accounting, organizations and society, 26(4-5), 351-389. 2. Heathfield, S. (2018). What is resistance to change? Retrieved from https://www.thebalancecareers.com/what-is-resistance-to-change-1918240. 3. Zala, Y. (2014). Team Building. Retrieved from 	<p>Delhi: Excel Books.</p> <ol style="list-style-type: none"> 4. Nigel, MacLennan (1998). Counselling for Managers. Vermont: Grower Paperback 5. Saharan, T. (2020). Reinventing HR in the Era of Artificial Intelligence. (1 ed). Boca Raton: CRC Press. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Moores, K., & Yuen, S. (2001). Management accounting systems and organizational configuration: a life-cycle perspective. Accounting, organizations and society, 26(4-5), 351-389. 2. Heathfield, S. (2018). What is resistance to change? Retrieved from https://www.thebalancecareers.com/what-is-resistance-to-change-1918240. 3. Zala, Y. (2014). Team Building. Retrieved from https://www.slideshare.net/maximus66/team-building-presentation-35292365 	
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			https://www.slideshare.net/maximus66/team-building-presentation-35292365		
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5.	MGMT 417 Human Resource Development System	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand the fundamental differences among Human Resources, Human Resource System and Human Resource Development. • Understand the changing trends in HRDS. • Identify and work in each of the Human Resource Development Systems. 	<p>Section A</p> <p>Changing role of HRD in Liberalized Economy, Trends in HR: Present and future; HRD climate; Role of HRD in improving effectiveness of a firm; Introduction to SHRM. Work system: Work planning and role analysis; Performance Management: Potential Appraisal, Performance Appraisal- Methods and processes of performance appraisal, 360 degree appraisal. Recruitment, Induction & Socializing Systems</p> <p>Section B</p> <p>Career and development system: Career development and planning, Assessment centers, Career management, Motivational aspects of HRD, Practices in career management. Training system: Identification of training and development needs, Managing the training system, Evaluating the effectiveness of training and</p>	<p>Section A</p> <p>Changing role of HRD in Liberalized Economy, Trends in HR: Present and future; HRD climate; Role of HRD in improving effectiveness of a firm; Introduction to SHRM. Performance Management: Potential Appraisal, Performance Appraisal- Methods and processes of performance appraisal, 360 degree appraisal, Induction & Socializing Systems</p> <p>Section B</p> <p>Career and development system: Career development and planning, Assessment centers, Career management, Motivational aspects of HRD, Practices in career management. Training system: Identification of training and development needs, Managing the training system, Evaluating the effectiveness of training and development program, Cross cultural training, Action research in training.</p> <p>Section C:</p> <p>Competency mapping and balanced</p>	<ul style="list-style-type: none"> • Topic deleted as not in line with the syllabus content. • A topic added to enrich the section in line with the industry • Suggested books and e learning added for the convenience of the students
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			<p>development program, Cross cultural training, Action research in training.</p> <p>Section C:</p> <p>Reward system: Job Evaluation-process and methods; Practices in wage payment, Paying for performance, Monetary and non-monetary aspects of reward systems, Fringe Benefits, Trends in reward system</p> <p>Suggested Readings (SR):</p> <ol style="list-style-type: none"> 1. Pareek, U & Rao V.T. (2003). <i>Designing and Managing Human Resource Development Systems</i> (3 ed.), New Delhi, Oxford and IBH Publishing Co. Pvt. Ltd. 2. Pareek, U. (2006). <i>Organizational Behavior Processes</i>. (3ed) New Delhi: Rawat Publications <p>Suggested E-Learning Resources (ER):</p> <ol style="list-style-type: none"> 1. Farsight.(2019). Organizational 	<p>scorecard. Reward system: Job Evaluation- process and methods; Practices in wage payment, Paying for performance, Monetary and non-monetary aspects of reward systems, Fringe Benefits, Trends in reward system.</p> <p>Suggested Readings (SR):</p> <ol style="list-style-type: none"> 1. Pareek, U & Rao V.T. (2003). <i>Designing and Managing Human Resource Development Systems</i> (3 ed.), New Delhi, Oxford and IBH Publishing Co. Pvt. Ltd. 2. Halдар, Uday Kumar. (2009). <i>Human Resource Development</i>. (1st ed) New Delhi: Oxford University Press 3. Gupta, Shashi K., & Joshi, Rosy. (2014) <i>Human Resource Management</i> (1 ed), New Delhi.:Kalyani Publishers, 4. Rao, V.S.P. (2005) <i>Human Resource Management-Text and Cases</i>, (2 ed) New Delhi: Excel Books 5. Ivancevich, John, M. (2016) <i>Human Resource Management</i> New Delhi (11 ed): McGraw Hill Education Pvt. Ltd., 6. Aswathappa, K. (2017) <i>Human</i> 	
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effectiveness through HRD in the Changed Liberalized markets. Retrieved from <https://farsightitsolutions.com/organizational-effectiveness-through-hrd/>.

2. Mohanty, R. (2012). Shrm-Introduction. Retrieved from <https://www.slideshare.net/rajivmohanty/shrm-introduction>.

3. Mehta, A. (2018). New Trends in HRM. Retrieved from <https://www.youtube.com/watch?v=dAFSHgr-Udk>

4. McCord, P.(2015). HR lessons from the world of Silicon Valley start-ups. Retrieved from https://www.ted.com/talks/patty_mccord_lessons_from_a_silicon_valley_maverick_new_ways_of_working_and_collaborating

Resource Management, Text and Cases (8 ed.) Chennai: McGraw Hill Education Pvt. Ltd.,

Suggested E-Learning Resources (ER):

1. Farsight.(2019). Organizational effectiveness through HRD in the Changed Liberalized markets. Retrieved from <https://farsightitsolutions.com/organizational-effectiveness-through-hrd/>.

2. Mohanty, R. (2012). Shrm-Introduction. Retrieved from <https://www.slideshare.net/rajivmohanty/shrm-introduction>.

3. E-HRM Web Guide. *Human Resource Management* Retrieved from: <http://panosa.org/wp-content/uploads/2015/01/resource1.pdf>

4. Sommerlatte, S. (2018, Nov 19). *Should Employees be Informed About the Assessment of Their Potential?* Retrieved from: <https://www.youtube.com/watch?v=CoDWJFKEhdc>.

5. Mehta, A. (2018). New Trends in HRM. Retrieved from <https://www.youtube.com/watch?v=dAFS>

				<p>Hgr-Udk 6.McCord, P.(2015). HR lessons from the world of Silicon Valley start-ups. Retrieved from https://www.ted.com/talks/patty_mccord_1_essons_from_a_silicon_valley_maverick_new_ways_of_working_and_collaborating</p>	
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Name of Programme: MBA IV SEM

Subject: Management

Course Details:

Sr. No.	Course List	Learning Outcomes	Existing Syllabus	Suggested Syllabus	Remarks
1.	MGMT 512 Industrial Relations Management	Upon completion of the course student will be able to: <ul style="list-style-type: none"> • Understand various issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others. • Design various strategies related to Human Resource of the Organization. • Understand various laws that protect worker's rights, improve worker safety, prevent child 	Section A Industrial Relations Perspectives IR and the emerging socio economic scenario. Discipline and Grievance management; Negotiation and collective settlements. Role and future of Trade Unions. Trade Union strategies towards liberalization and technological change. Employee response to industrial restructuring and organizational reengineering. Employee empowerment and quality management Participative Management and Co-ownership; Decision Circles for participative decision making and problem solving. Productivity Bargaining and Gain Sharing. Internal and External Equity in Compensation systems.	Section A Industrial Relations Perspectives IR and the emerging socio economic scenario, Evolution of IR. Discipline and Grievance management; Negotiation and collective settlements. Role and future of Trade Unions. Trade Union strategies towards liberalization and technological change. Employee response to industrial restructuring and organizational reengineering. Employee empowerment and quality management Participative Management and Co-ownership; Decision Circles for participative decision making and problem solving. Productivity Bargaining and Gain Sharing. Internal and External Equity in Compensation systems. Fringe Benefits, Incentives and Retirement plans. Compensation practices of MNCs.	A minor edit is done to accommodate the gap in the syllabus and bring the syllabus in line with the industry requirement

		<p>labor and increase workers' bargaining power relative to their employers.</p>	<p>Fringe Benefits, Incentives and Retirement plans. Compensation practices of MNCs. Strategic compensation systems.</p> <p>Section B Legal Framework Governing Industrial Relations Emergence and objectives of labour laws and their socio-economic environment. The Workmen's Compensation Act 1923, The Payment of Wages Act – 1936; The Employees Provident Funds and Miscellaneous Provision Act 1952. The payment of Gratuity Act 1972. The Factories Act 1948. The Industrial Disputes Act 1947. The Trade Union Act 1926. Need for reforms in the current legal frameworks and the existing laws. The ESI ACT.</p> <p>Section C New Trends in Industrial Relations Management</p> <p>From Industrial Relations to Human Relationships Management. Human Capital Management .Human Values approach to IR eg- „Human Rights & Duties and „Honesty, Responsibility and Devotion.“From conflict</p>	<p>Strategic compensation systems.</p> <p>Section B Sect Legal Framework Governing Industrial Relations</p> <p>Emergence and objectives of labour laws and their socio-economic environment. The Workmen's Compensation Act 1923, The Payment of Wages Act – 1936; The Employees Provident Funds and Miscellaneous Provision Act 1952. The payment of Gratuity Act 1972. The Factories Act 1948. The Industrial Disputes Act 1947. The Trade Union Act 1926. Need for reforms in the current legal frameworks and the existing laws. The ESI ACT. The Industrial Employment (standing order) Act, 1946.</p> <p>Section C New Trends in Industrial Relations Management</p> <p>From Industrial Relations to Human Relationships Management. Human Capital Management .Human Values approach to IR eg- „Human Rights & Duties and „Honesty, Responsibility and Devotion. From conflict approach to cooperation approach : Harmonization paradigm of IR. Changing role of state and</p>	
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			<p>approach to cooperation approach : Harmonization paradigm of IR. Changing role of state and industrial relations in the developed, newly developed and developing economics. Industrial Relations and globalization</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012). Industrial relations and labour laws. (3 ed) New Delhi, Tata McGraw-Hill Education. 2. Koontz, H., & Wehrich, H. (1990). Essentials of management. (2 ed), New York: McGraw-Hill. 3. Greenwood, J. H. (2015). Handbook of industrial law: A practical legal guide for trade union officers and others. 4. Locke, R. M., Kochan, T. A., & Piore, M. J. (1997). Employment Relations in a Changing World Economy. (1 ed), Cambridge, MA: MIT Press 	<p>industrial relations in the developed, newly developed and developing economics. Industrial Relations and globalization. Unit</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012). Industrial relations and labour laws. (3 ed) New Delhi, Tata McGraw-Hill Education. 2. Koontz, H., & Wehrich, H. (1990). Essentials of management. (2 ed), New York: McGraw-Hill. 3. Greenwood, J. H. (2015). Handbook of industrial law: A practical legal guide for trade union officers and others. 4. Locke, R. M., Kochan, T. A., & Piore, M. J. (1997). Employment Relations in a Changing World Economy. (1 ed), Cambridge, MA: MIT Press <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Quain, Sampson. (2019). The role of trade unions in Industrial Relations. Retrieved from https://smallbusiness.chron.com/role-trade-unionsindustrial-relations-65197.html. 2. Yadav, R. (2011). The Workmen's Compensation Act, 	
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			<p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Quain, Sampson. (2019). The role of trade unions in Industrial Relations. Retrieved from https://smallbusiness.chron.com/role-trade-unionsindustrial-relations-65197.html. 2. Yadav, R. (2011). The Workmen’s Compensation Act, 1923. Retrieved from https://www.slideshare.net/ranjeet143yadav/workmen-compensation-act-1923. 3. Sachdeva,S.(2018). Introduction to Industrial Employment (Standing Orders) Act 1946. Retrieved from https://www.youtube.com/watch?v=RQfE66gRkyM 	<p>1923. Retrieved from https://www.slideshare.net/ranjeet143yadav/workmen-compensation-act-1923.</p> <p>3. Sachdeva,S.(2018). Introduction to Industrial Employment (Standing Orders) Act 1946. Retrieved from https://www.youtube.com/watch?v=RQfE66gRkyM</p>	
2	(New Code) Global Marketing Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand emerging trends in global markets and learn how to use those trends in business management. • Understand procedure and promotional measures used in global marketing. 	<p>Section A: Major problems faced by the firms in international marketing. Theories of international trade, international product life cycle, Tariff and Non-tariff barriers, Positive and negative aspects of multinational companies. Ethnocentric, polycentric and geocentric orientation. Tradingblocks-NAFTA, ASEAN, MERCOSUR, EU etc. Marketing</p>	<p>Section A: Introduction to international marketing-opportunities and challenges. Theories of international trade, international product life cycle, Tariff and Non-tariff barriers, Positive and negative aspects of multinational companies. Ethnocentric, polycentric and geocentric orientation. Tradingblocks-NAFTA, ASEAN, MERCOSUR, EU etc. Marketing mix for</p>	<p>While adding some topics and detailing few more, the syllabus has some changes that are specified as per the need of a professional course and meet current industry standards</p>

		<ul style="list-style-type: none"> • Understand documentation procedure required for export and import in the Indian context. 	<p>mix for international marketing, Standardised marketing mix vs. Customisation of marketing mix, product adaptation and modification, pricing</p> <p>Section B: Distribution channels, using marketing research for international marketing. Information needs and data sources. Business promotion in International arena: Traditional way, New Trends Online Marketing-Need, various Business Models, Understanding Online Customer, Challenges, Ethical Issues, Advantages and Disadvantages, strategies, push technologies, online catalogues.</p> <p>Section C: BOP and its relevance for Marketing managers, Role of Government in Export Promotion, Export Procedures and documentation, Custom Formalities. Insurance, Preshipment Inspection. Strategic Orientation in international marketing, Which market to enter, Mode of entry, Expanding base, Negotiations with International Customers, Partners and Regulators,</p>	<p>international marketing- Standardised marketing mix vs. Customisation of marketing mix, product adaptation and modification, pricing. Distribution channels.</p> <p>Section B: Using marketing research for international marketing-Information needs and data sources. Business promotion in International arena: Traditional way, New Trends Online Marketing-Need, various Business Models, Understanding Online Customer, Challenges, Ethical Issues, Advantages and Disadvantages, strategies, push technologies, online catalogues, Using Intranet and Extranet, Introduction to creating a web page.</p> <p>Section C: BOP and its relevance for Marketing managers, Role of Government in Export Promotion, Export Procedures and documentation, Custom Formalities. Insurance, Preshipment Inspection. Strategic Orientation in international marketing-Which market to enter, Mode of entry, Expanding base, Negotiations with International Customers, Partners and</p>	
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Relations of International Marketing with other Departments, Strategy for Building a company wide marketing orientation, ~~Using Intranet and Extranet, Introduction to creating a web page,~~ Performance Evaluation.

Suggested Readings:

1. Daniels (2017). International Business (15 ed.). Noida: Pearson.
2. Cateora (2018). International Marketing (16 ed.). New Delhi: Tata McGraw Hill.
3. Keegan (2017). Global Marketing (8 ed.). New Delhi: Pearson.

Suggested E Learning Materials:

1. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from <https://www.youtube.com/watch?v=Fj5DfjtTYec>
2. Dromgoole, S. (2013). The future of marketing, from Plato to Bill Hicks. Retrieved from <https://www.youtube.com/watch?v=z8oTLIItov0>
3. Fernstudium (2016). International Marketing - Vodcast 1: Introduction

Regulators, Relations of International Marketing with other Departments, allocating resources across countries, Strategy for Building a company wide marketing orientation, Balancing the Pressures for Standardization vs. Adaptation, Performance Evaluation.

Suggested Readings:

1. Daniels (2017). International Business (15 ed.). Noida: Pearson.
2. Cateora (2018). International Marketing (16 ed.). New Delhi: Tata McGraw Hill.
3. Keegan (2017). Global Marketing (8 ed.). New Delhi: Pearson.

Suggested E Learning Materials:

1. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from <https://www.youtube.com/watch?v=Fj5DfjtTYec>
2. Dromgoole, S. (2013). The future of marketing, from Plato to Bill Hicks. Retrieved from <https://www.youtube.com/watch?v=z8oTLIItov0>
3. Fernstudium (2016). International Marketing - Vodcast 1: Introduction to

to International Marketing. Retrieved from <https://www.youtube.com/watch?v=PVTf3A-T0W4>

International Marketing. Retrieved from <https://www.youtube.com/watch?v=PVTf3A-T0W4>

Name of Programme: MBA III SEM/ M.Com IV Sem

Subject: Management (Reading Electives)

Course Details:

Sr. No.	Course List	Learning Outcomes	Existing Syllabus	Suggested Syllabus	Remarks
1.	(New Code) Corporate Banking I	Upon completion of the course the student will be able to: <ul style="list-style-type: none"> <input type="checkbox"/> Understand corporate banking products and services <input type="checkbox"/> Understand the concept and significance of branch profitability. <input type="checkbox"/> Gain knowledge about all BASEL norms <input type="checkbox"/> Gain knowledge that will make them job ready. 	Branch Profitability, Corporate Internet Banking, Credit Bureau, Basel norms, Structured Products Suggested Readings: 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i> (7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i> (3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i> (3 ed.). Mumbai: Macmillan. 4. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i> (1 ed.). Mumbai: Tata McGraw Hill. Suggested E Learning Materials: 1) Learning Sessions (2017, Oct). <i>Basel Norms</i> . Retrieved from https://www.youtube.com/watch?v=x_sOTO bwx7g 2) CRIF India(2017,Jun) <i>What is credit bureau</i> Retrieved from https://www.youtube.com/watch?v=OIT9z8c	Branch Profitability, Corporate Internet Banking, Credit Bureau, Basel III norms, Structured Products, Asset Reconstruction Company, SARFESI Act. NPA Regulations, Corporate Loan Products, New Trends in Corporate Banking Suggested Readings: 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i> (7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i> (3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i> (3 ed.). Mumbai: Macmillan. 4. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i> (1 ed.). Mumbai: Tata McGraw Hill. Suggested E Learning Materials: 1) Learning Sessions (2017, Oct). <i>Basel Norms</i> . Retrieved from https://www.youtube.com/watch?v=x_sOTO bwx7g 2) CRIF India(2017,Jun) <i>What is credit bureau</i>	New Topics added to strengthen the learning of the students

			O4LU	Retrieved from https://www.youtube.com/watch?v=OIT9z8cO4LU	
2	(New Code) Corporate Banking II	<p>Upon completion of the course the student will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understand term loans, working capital loans, project financing etc. <input type="checkbox"/> Understand about the products and services offer for MSME financing. <input type="checkbox"/> Job- readiness specifically in Corporate Banking and international banking division of Banks. 	<p>Course Content: Trade Services, Treasury Products, Derivatives, UCP, Rural Business Credit, MSME</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i> (7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i> (3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i> (3 ed.). Mumbai: Macmillan. 4. IIBF. (2017). <i>International Banking</i> (3 ed.). Mumbai: Macmillan. 5. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i> (1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E Learning Materials:</p> <ol style="list-style-type: none"> 1. Tutorial point (2018, Jan). <i>Rural credit in India</i>. Retrieved from https://www.youtube.com/watch?v=NBWF_gKwJZk 2. Mettascliub (2017, Feb) <i>What is MSME</i>. Retrieved from https://www.youtube.com/watch?v=KGjfQfZ_WTM 	<p>Course Content: Trade Services, Treasury Products, Derivatives, UCP, Rural Business Credit, MSME lending, consortium financing, Syndicate lending, Export Import financing, Venture capital financing, Credit analysis of new project</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i> (7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i> (3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i> (3 ed.). Mumbai: Macmillan. 4. IIBF. (2017). <i>International Banking</i> (3 ed.). Mumbai: Macmillan. 5. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i> (1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E Learning Materials:</p> <ol style="list-style-type: none"> 1. Tutorial point (2018, Jan). <i>Rural credit in India</i>. Retrieved from https://www.youtube.com/watch?v=NBWF_gKwJZk 2. Mettascliub (2017, Feb) <i>What is MSME</i>. Retrieved from https://www.youtube.com/watch?v=KGjfQfZ_WTM 	New Topics added to strengthen the learning of the students

Name of Programme: M.Com III Sem

Subject: Commerce

Course Details:

Sr. No.	Course List	Learning Outcomes	Existing Syllabus	Suggested Syllabus	Remarks
1	(New Code) Insurance Management	Upon completion of the course student will be able to: <input type="checkbox"/> Understand dynamics of the insurance markets. <input type="checkbox"/> Understand need based requirements of life and non-life insurance products. <input type="checkbox"/> Understand insurance sector and actuarial mathematics.	Course Content Section A Development of insurance business and evolution of insurance business in India: Pre and post liberalization. Major types of insurance and reinsurance institutions and the economic rationale and requirements, The ethical aspects of insurance business. The laws and regulations of insurance business. The role of regulators in insurance business with special discussion on IRDA, Insurance pricing, Deductibles/Co-insurance. Section B Life Insurance- Need based analysis	Section A Development of insurance business and evolution of insurance business in India: Pre and post liberalization. Major types of insurance and reinsurance institutions and the economic rationale and requirements, The ethical aspects of insurance business. The laws and regulations of insurance business brief overview of acts 1935 and 1938 with special reference to I C 33. The role of regulators in insurance business with special discussion on IRDA with reference of policy holder's interest and steps taken to improve and promotion genuine sales, Insurance pricing- main elements of premium,	Topics added and detailed to clarify the content to the teacher and students and to make it Industry ready. While certain topics are deleted as either were obsolete as per the market scenario or major changes in industry has impacted the content

and taxation aspects. Auto insurance, Home insurance, worker compensation/ESIC, .Health insurance. Pension plans- Overview & Regulations under PFRDA; Commercial—insurance transport, marine, catastrophe etc.

Section C

Corporate risk management and insurance and actuarial mathematics calculation of Risk Insurance Premium using Time value concept

Suggested Readings:

1. Rejda, G. E. (2011). *Principles of Risk Management and Insurance (7 ed)*. Pearson Education India.
2. Niehaus, H., & Harrington, S. (2003). *Risk Management and Insurance (3 ed)*. New York, McGraw.
3. Mishra, K. C., & Kumar, C. S. (2009). *Life Insurance: Principles and Practice (6 ed)*. Cengage Learning: New Delhi.
4. Mishra, K.C., & Thomas, G.E. (2009). *General Insurance-Principles and Practice (5 ed)*. Cengage Learning.

Deductibles/Co-insurance.

Section B

Life Insurance- Life insurance policies. Auto insurance, Home insurance, worker compensation/ESIC, .Health insurance. Pension plans- Overview & Regulations under PFRDA; transport, over view of marine insurance,

Section C

Risk management techniques and insurance calculation of Insurance Premium (life)

Important Insurance Terms, Practical aspects of insurance sales as need analysis and taxation, attributes required to become successful insurance sales professional, New trends in insurance sales.

Suggested Readings:

1. Rejda, G. E. (2011). *Principles of Risk Management and Insurance (7 ed)*. Pearson Education India.
2. Niehaus, H., & Harrington, S. (2003). *Risk Management and Insurance (3 ed)*. New York, McGraw.
3. Mishra, K. C., & Kumar, C. S. (2009). *Life Insurance: Principles and Practice (6 ed)*. Cengage Learning: New

			<p>Suggested E Learning Materials:</p> <p>1. Prof.Vipin (2014, Feb 10). <i>Insurance Basic and Types</i>. Retrieved from https://www.youtube.com/watch?v=hapKVJuQh-U</p> <p>2. Griffith Insurance Education Foundation (2014, August 27) <i>Insurance Regulation and legislation</i> Retrieved from https://www.youtube.com/watch?v=E2tmXJaMBbQ</p>	<p>Delhi.</p> <p>4. Mishra, K.C., &Thomas, G.E. (2009).<i>General Insurance- Principles and Practice (5 ed)</i>.Cengage Learning.</p> <p>Suggested E Learning Materials:</p> <p>1. Prof.Vipin (2014, Feb 10). <i>Insurance Basic and Types</i>. Retrieved from https://www.youtube.com/watch?v=hapKVJuQh-U</p> <p>2. Griffith Insurance Education Foundation (2014, August 27) <i>Insurance Regulation and legislation</i> Retrieved from https://www.youtube.com/watch?v=E2tmXJaMBbQ</p>	
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