Hindi Vidya Prachar Samiti's

Ramniranjan Jhunjhunwala College

of Arts, Science & Commerce

(Empowered Autonomous)

Affiliated to
UNIVERSITY OF MUMBAI

Syllabus for the T.Y.B.M.S.

Program: B.M.S.
Program Code: RJCUBMS

Course Code: MAJOR DSE

National Education Policy (NEP 2020)

(Revised and to be implemented from 2025-2026)
(CBCS 2025-2026)

THE PREAMBLE

Why BMS?

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully. However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

Why BMS at RJ College?

The BMS department was introduced in the year 1999 and since its inception there is no turning back with lots of innovative methods in grooming the future managers and entrepreneurs. Our strength is our teaching faculties comprising both core and full time faculties with good industry exposure. We not only train the learners in theoretical knowledge but also give them a wide industrial exposure by motivating the students to take up internships and arranging industrial visits for all the three years.

To be more employable and saleable in the job market we take up initiatives to develop the language proficiency of the learners. Students are motivated to participate in various intra collegiate and intercollegiate competitions. Opportunities are provided to make projects and presentations. Emphasis is on following the case study pedagogy for developing the managerial and leadership skills.

The Rotaract Club of RJ College is managed by the BMS department which contributes towards the Personality Development of the students. It also gives them a wide international exposure and extensive networking. The club is also instrumental in making the students more humanitarian, ethical and a good human being through community services.

Our Curriculum, Your Strength

The curriculum is designed in such a way that it helps the students to develop cognizance of the importance of management principles. The curriculum takes the learners not only through the journey of management and leadership functions but also focuses on their moral and ethical development. It also paves a path for the students to decide on their area of specialization (Finance, Marketing, and Human Resource Management) in the field of management.

The curriculum would evolve the learner to be more innovative and creative in the field of management and more importantly the area of specialization that they have chosen. It would also give an opportunity to the learners to explore the entrepreneurial avenues.

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully. However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

PROGRAM OUTCOMES OF GENERAL UNDERGRADUATE DEGREE PROGRAMS

Students of all undergraduate degree programme at the time of graduation will be benefited will be able to

Critical Thinking

Comprehend the matter they come across and be capable to take a sound viewpoint about things which will highlight their intellectual acumen as well as enable them to look at the world through multiple lenses

Effective communication

Listen, speak, read and write. They should communicate properly by conveying their thoughts. They will use technology for communication. They will be able to network with people with all available channels. They will be developing communication skills in English, Hindi and a local language would be an added advantage.

Social Interaction

Respect each other and should be able to resolve conflicts and help in reaching amicable solution. They should be able to work in diverse teams. They should be able to distinguish when and what is socially acceptable.

Responsible citizen

Contribute to Nation development through social service. Being empathetic and sympathetic to fellow beings.

Honesty and Integrity, Ethics

Recognize different values and systems and respect them. In decision making moral values should be given prime importance.

Environmental and Sustainability

Environmental issues would be considered and problem solving with sustainable development would be chosen.

Life Long Learning

Enjoy Learning in every situation.

Programme Specific Outcome B.M.S.

Management skills play a vital role in every individual’s life. The course would enable the learners to inculcate academic knowledge and skills to pursue a career in management not only at the domestic level but also at the global level. It also helps the learners to have a better and a broader understanding of businesses with respect to specific areas of Finance, Marketing and Human Resource Management.
Learners will be better equipped towards team work, Time management, Stress Management and also be more creative and innovative. Learners will be trained to be not only business leaders but also entrepreneurs. The curriculum also imbibes courses that would make students more employable and a good human being.
The curriculum provides an opportunity to all the learners to choose their area of specialization in terms of Finance, Marketing and Human Resource Management

PSO1 The course would enable the learners to inculcate academic knowledge and skills to pursue a career in management not only at the domestic level but also at the global level.

PSO2 Learners will be better equipped towards team work, Time management, Stress Management and also be more creative and innovative.

PSO3 Learners will be trained to be not only business leaders but also entrepreneurs.

PSO4A (Finance)

The learners enrolled under the Finance specialization will be able to demonstrate an understanding of the overall finance function along with a knowledge in financial management. They would develop skills to apply financial models to make financial decisions.

PSO4B (Marketing)

The learners enrolled under the Marketing specialization will not only gain an in depth knowledge on marketing and innovative marketing strategies but also they would gain a comprehensive view on E Commerce, Digital marketing, Global Marketing which would help them to drive the business growth. The learners will be in a position to use various marketing tools and also apply marketing theories and frameworks to solve marketing problems. The learners would be able to analyze the internal and external marketing environment and accordingly prioritize the marketing strategies.

PSO4C (Human Resource Management)

The learners under the specialization of Human Resource Management would be in a position to understand the key concepts and practices within the field of Human Resource Management. They would develop competency in areas of problem solving and providing innovative solutions in the fields of HRM. Apart from this the learner will also develop the relevant skills that are required for the application of HR related issues. The learners will be enabled with the potential to integrate the various HR concepts with the domain concept to take correct business decisions.

BMS SUBJECTS

Semester V

Sr No	Course Code	Subject	Credits
1	RJDSCBMS351	Logistics & Supply Chain Management	4
2	RJDSCBMS352	Event Management	4
3A 4A	RJDSEBMS351 RJDSEBMS352	**Finance:** Direct Tax (2) Commodities & Derivatives Market (2)	4
3B 4B	RJDSEBMS353 RJDSEBMS354	**Marketing:** Service Marketing (2) Sales & Distribution (2)	
3C 4C	RJDSEBMS355 RJDSEBMS356	**HRM:** Performance Management & Career Planning (2) HRM in Digital world (2)	
5A	RJMINBMS351 RJMINBMS352	**Finance** Wealth Management (2) Strategic Financial Technology (2)	4
5B	RJMINBMS353 RJMINBMS354	**Marketing** Customer Relationship Management (2) E-Commerce Marketing & Data Base Management (2)	
5C	RJMINBMS355 RJMINBMS356	**HRM** Business Strategy and Strategic HRM (2) Employee Welfare and Benefits Administration (2)	
6	RJVSCBMS351	Research Project Work	4
7	RJCEPBMS351	Community and Service Engagement Programme	2
Total credits			**22**

Semester VI

Sr No	Course Code	Subject	Credits
1	RJDSCBMS361	Operation Research	4
2	RJDSCBMS362	Business Simulation	4
3	RJDSCBMS363	Corporate Communication and Public Relation	2
4A 5A	RJDSEBMS361 RJDSEBMS362	**Finance:** Project Management (2) Risk Management (2)	4
4B 5B	RJDSEBMS363 RJDSEBMS364	**Marketing:** Brand Management (2) International Marketing (2)	
4C 5C	RJDSEBMS365 RJDSEBMS366	**HRM:** Leadership Development (2) Management in Diversity, Inclusion and Equity (2)	

5	 RJMINBMS361 RJMINBMS362	**Finance** International Finance(2) Indirect Tax (2)	4
6	 RJMINBMS363 RJMINBMS364	**Marketing** Retail Management (2) Media Planning and Management (2)	
7	 RJMINBMS365 RJMINBMS366	**HRM** Change Management and Organisational Development (2) HRM in Global Perspective (2)	
9	RJOJTBMS361	On the Job Training	4
Total credits			**22**

DISTRIBUTION OF TOPICS AND CREDITS
TYBMS - Discipline Specific Electives (DSE)
Semester V

Courses	Unit wise	Credits	Hrs
	FINANACE		
RJDSEBMS351 Direct Tax	1. Definitions, Residential Status, Heads of Income 2. Deductions & Computation of Taxable Income of Individuals	2	30
RJDSEBMS352 Commodities & Derivative Market	1. Introduction to Commodities Market and Derivatives Market 2. Options and Option Pricing Models & Trading, Clearing & Settlement In Derivatives Market and Types of Risk	2	30
	MARKETING		
RJDSEBMS353 Service Marketing	1. Introduction of Services Marketing 2 Key Elements of Services Marketing Mix	2	30
RJDSEBMS354 Sales & Distribution Management	1.Introduction 2 Distribution Channel Management	2	30
	HR		
RJDSEBMS355 Performance & Career planning	1.Introduction to Performance Management 2. Career Planning and Development	2	30
RJDSEBMS356 HRM in Digital World	1. Introduction to Digital HRM 2. Digital Tools and Technologies in HR and Future of Digital HR	2	30

Semester VI

Courses	Unit wise	Credits	Hrs
	FINANACE		
RJDSEBMS361 Project Management	1. Foundations of Project Management and Project Planning 2. Project Feasibility, Execution & Control	2	30
RJDSEBMS362 Risk Management	1. Risk Concepts, Measurement, and Control Techniques 2. Enterprise Risk Management and Risk in Insurance	2	30
	MARKETING		
RJDSEBMS363 Brand Management	1. Introduction to Brand Management 2. Planning & Implementing Brand Marketing Programs	2	30

RJDSEBMS364 International Marketing	1. Foundations of International Marketing and Trade 2. International Marketing Mix & Strategy	2	30
HR			
RJDSEBMS365 Leadership Development	1. Leadership & Motivation **2.** Leadership Skill, Conflict Management & Managing A Diverse Workforce, Mentoring	2	30
RJDSEBMS366 Management in Diversity, Inclusion and Equity	1. Understanding Diversity, Inclusion & Equity in Organizations 2. Managing and Leading for Inclusion	2	30

T.Y.BMS SEMESTER V - Elective Course (FINANCE)

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Direct Tax
COURSE CODE	:	RJDSEBMS351
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Direct Tax	**Learning objectives** 1. To provide understanding on fundamental concepts and terminologies under the Income Tax Act, 1961. 2. To determine the residential status of an individual and its implications on tax liability. 3. To analyse and compute income under various heads of income such as Salary, House Property, Business & Profession, Capital Gains, and Other Sources. 4. To understand and apply provisions of exemptions and deductions under the Income Tax Act.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Define key tax terms and explain basic concepts of the Income Tax Act.	1,2,3,4	1,2,3
CO2	Determine the residential status of individuals and explain its impact on taxability.	1,2,3,4	3,4
CO3	Apply relevant exemptions and deductions to reduce taxable income effectively.	1,2,3,4	4,5,6
CO4	Prepare individual tax computation statements, enhancing employability in tax consultancy and finance roles.	1,2,3,4	5,6,7

SEMESTER V		**L**	**Cr**
Subject: Direct Tax	**Paper Code:** RJDSEBMS351	30	2
UNIT I		20	
Definitions, Residential Status, Heads of Income			
• Basic Terms (S. 2,3,4) • Assessee, Assessment, Assessment Year, Income, Previous Year, Person • Determination of Residential Status of Individual, Scope of Total Income (S.5) • Income from Salary • Income from House Property			

• Profit & Gain from Business and Profession • Capital Gain • Income from other sources • Exclusions from Total Income		
UNIT II	10	
Deductions & Computation of Taxable Income of Individuals		
• Deductions • Computation of Total Income and Taxable Income of Individuals (Computation of tax on income of Individuals with relevant P.Y. slab rates)		

Note: Focus on Default Tax Regime rather than the Old Tax Regime. Comparison should be done while understanding the topics.

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Commodity & Derivatives Market
COURSE CODE	:	RJDSEBMS352
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Commodity & Derivatives Market	**Learning objectives** 1. To help Understand the Structure and Functioning of Commodity & Derivatives Markets. 2. To analyze Futures and Hedging Strategies 3. To comprehend Options Trading and Pricing Models 4. To Evaluate Risk Management and Settlement Mechanisms

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Develop a Strong Foundation in Commodity & Derivatives Markets	1,2,3,4	1,2,3
CO2	Apply Futures and Options Strategies for Risk Management	1,2,3,4	3,4
CO3	Implement Pricing Models for Derivative Contracts	1,2,3,4	4,5,6
CO4	Manage Risks and Ensure Regulatory Compliance in Trading	1,2,3,4	5,6,7

SEMESTER V		**L**	**Cr**
Subject: Commodity & Derivatives Market	**Paper Code:** RJDSEBMS352	30	2
UNIT I		15	
Introduction to Commodities Market and Derivatives Market			
• a) Introduction to Commodities Market : Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities • b) Introduction to Derivatives Market: Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.			

c) Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price • d) Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge		
UNIT II	15	
Options and Option Pricing Models, Trading, Clearing & Settlement		
• a) Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies • b) Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model • c) Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement • d) Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN		

T.Y.BMS SEMESTER V - Elective Course (Marketing)

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Service Marketing
COURSE CODE	:	RJDSEBMS353
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Service Marketing	**Learning objectives** To understand the fundamentals and unique characteristics of services and the strategic role of services marketing in a modern economy. To examine consumer behaviour, service encounters, and how service recovery and customer involvement impact customer loyalty. To explore the 7Ps of Services Marketing**,** quality models (like SERVQUAL**),** and understand the global and ethical dimensions of service delivery.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Students will be able to differentiate services from goods, apply the services marketing mix, and develop service-based marketing strategies.	1,2,3,4	1,2,3
CO2	Students will demonstrate the ability to analyse consumer behaviour and evaluate the impact of service quality and recovery on satisfaction and loyalty.	1,2,3,4	3,4
CO3	Students will gain insight into international trends, ethical concerns, and design appropriate service delivery systems across industries like healthcare, banking, and IT.	1,2,3,4	4,5,6

SEMESTER V (THEORY)		**L**	**Cr**
Subject: Services Marketing	**Paper Code: RJDSEBMS353**	30	2
UNIT I			
Introduction of Services Marketing		15	

<table>
<tr><td>Introduction to Services Marketing

Meaning and concept of services marketing
Distinctive characteristics of services (intangibility, perishability, etc.)
Goods vs Services Marketing
The Goods–Services Continuum
Services Marketing Triangle and Purchase Process for Services
Role of Services in the Modern Economy

Consumer Behaviour in Services

Customer Involvement: High Contact vs Low Contact Services
Variations in Customer Involvement
Sensitivity to Customers’ Reluctance to Change
Impact of Service Recovery Efforts on Consumer Loyalty
Positioning a Service in the Marketplace
Services Marketing Environment
</td><td></td><td></td></tr>
<tr><td>UNIT II</td><td></td><td></td></tr>
<tr><td>Key Elements of Services Marketing Mix</td><td>15</td><td></td></tr>
<tr><td>The Services Marketing Mix (7Ps)

Product: Designing Service Offerings
Pricing Strategies for Services
Place/Distribution Strategies
Promotion & Communication Mix
People: Role of Employees in Service Delivery
Physical Evidence: Tangible cues in services
Process: Service Process Mapping and Flowcharting

Managing Service Quality and Productivity

GAP Model of Service Quality
SERVQUAL Model and Zone of Tolerance
Benchmarking and Measuring Service Quality
Productivity in Services: Definition and Improvement
Demand and Capacity Alignment

Branding & Delivery Options in Services

Branding of Services: Challenges and Solutions
Options for Service Delivery (on-site, remote, self-service)

Contemporary Issues and Global Strategies

International and Transnational Marketing of Services
Recent Trends in Service Marketing (Tourism, Hospitality, Banking, Healthcare, IT, etc.)
Ethics in Service Marketing: Importance & Common Unethical Practices
</td><td></td><td></td></tr>
</table>

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Sales & Distribution Management
COURSE CODE	:	RJDSEBMS354
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Sales & Distribution Management	Learning Objective: ● To Understand the Fundamentals of Sales & Distribution Management ● To apply Market Analysis and Selling Techniques ● It helps to manage Distribution Channels Efficiently

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Develop Sales and Distribution Strategies	1,2,3,4	1,2,3
CO2	Optimize Sales Forecasting and Selling Approaches	1,2,3,4	3,4
CO3	Manage and Motivate Distribution Channel Partners, Incorporate Ethics and Emerging Trends in Sales & Distribution	1,2,3,4	4,5,6

<table>
<tr><th colspan="2">SEMESTER V</th><th>L</th><th>Cr</th></tr>
<tr><td>Subject: Sales & Distribution Management</td><td>Paper Code: RJDSEBMS354</td><td>30</td><td>2</td></tr>
<tr><td colspan="2">UNIT I</td><td>15</td><td></td></tr>
<tr><td colspan="2">Introduction</td><td></td><td></td></tr>
<tr><td colspan="2">● a) Sales Management:
Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions
Qualities of a Sales Manager
● Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure
● b) Distribution Management:
Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.
● c) Integration of Marketing, Sales and Distribution
● a) Market Analysis:
Market Analysis and Sales Forecasting, Methods of Sales Forecasting
Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota
Factors Determining Fixation of Sales Quota
Assigning Territories to Salespeople
● b) Selling:</td><td></td><td></td></tr>
</table>

Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy		
UNIT II	15	
Distribution Channel Management		
• Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management of Distribution Channels • Channel Design • Channel Policy • Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict • Resolution of Conflicts: Methods – Kenneth Thomas's Five Styles of Conflict Resolution • Motivating Channel Members • Selecting Channel Partners • Evaluating Channels • Channel Control • Ethics in Sales Management & Distribution Management • New Trends in Sales and Distribution Management		

T.Y.BMS SEMESTER V - Elective Course (HR)

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Performance Management & Career Planning
COURSE CODE	:	RJDSEBMS355
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Performance Management & Career Planning	**Learning objectives** • To understand the concept, scope, and process of Performance Management and its linkages with other HR functions. • To explore modern practices, ethical issues, and the role of technology in Performance Management systems. • To explore career models, changing organizational structures, and the impact of technology on career planning and development.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Students will be able to design and implement a performance management system aligned with organizational goals and employee development.	1,2,3,4	1,2,3
CO2	Students will be able to apply techniques for career planning and development, addressing both individual and organizational needs using relevant models	1,2,3,4	3,4
CO3	Students will gain the ability to analyze technological, ethical, and structural changes influencing both performance and career management in modern organizations.	1,2,3,4	4,5,6

SEMESTER V (THEORY)		**L**	**Cr**
Subject: Performance Management & Career Planning	**Paper Code:** RJDSEBMS355	30	2
UNIT I		15	
Performance Management			

• Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle • Best Practices in Performance Management, Future of Performance Management. • Role of Technology in Performance Management • Performance Management process, Under performers and approaches to manage under performers, retraining. Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay • Ethical performance management		
UNIT II	15	
Career Planning and Development		
• Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning • Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives • Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model • New Organizational Structures and Changing Career Patterns		

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	HRM in Digital World
COURSE CODE	:	RJDSEBMS356
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
HRM in Digital World	**Learning objectives** 1. To understand the transformation of human resource management due to digital technologies. 2. Identify various digital tools and platforms used across different HR functions such as recruitment, onboarding, training, and performance management. 3. Explore future trends such as remote work, gig economy, blockchain, and metaverse applications in HR.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Explain the concept of Digital HRM and describe how	1,2,3,4	1,2,3

	traditional HR processes are evolving in the digital era.		
CO2	Demonstrate knowledge of digital tools like HRIS, ATS, e-Learning, and performance appraisal systems with understanding.	1,2,3,4	3,4
CO3	Critically assess ethical concerns and data privacy issues in the use of technology in human resources.	1,2,3,4	4,5,6

SEMESTER V (THEORY)		L	Cr
Subject: HRM in Digital World	**Paper Code:** RJDSEBMS356	30	2
UNIT I		15	
Introduction to Digital HRM			
• Concept and Scope of Digital HRM, Evolution from Traditional to Digital HR, Impact of Digitalization on HR Functions, Role of Artificial Intelligence, Machine Learning, and Data Analytics in HR, Digital Competency Frameworks for HR Professionals, E-HRM Models and Types (Operational, Relational, Transformational)			
UNIT II		15	
Digital Tools and Technologies in HR and Future of Digital HR,			
• HR Information Systems (HRIS) and Cloud-Based HR Solutions, Recruitment and Selection using ATS (Applicant Tracking Systems), Digital Onboarding and E-Learning Platforms, Virtual Performance Appraisal Systems, HR Analytics: Metrics and Dashboards, Use of Chatbots, Gamification, and Mobile Apps in HR • Data Privacy and Cybersecurity in HR, Ethical Issues in Using AI for Recruitment and Monitoring, Resistance to Digital Change and Employee Acceptance, Legal Implications of E-HRM Practices, Remote Work, Gig Economy, and Hybrid Models, Future Trends: Metaverse, Blockchain, and Digital Well-being			

T.Y.BMS SEMESTER- VI - Elective Course (FINANCE)

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Project Management
COURSE CODE	:	RJDSEBMS361
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Project Management	**Learning objectives :** To understand project management and its types. To analyses project feasibility with market and technical analysis To examine the budgeting and cost estimation To identify the recent trends in Project management.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Explain the need and objective of project management	1,2,3,4	1,2,3
CO2	Determine the project feasibility report	1,2,3,4	3,4
CO3	Analyses Budgeting & Risk estimation	1,2,3,4	4,5,6
CO4	Identify new dimension in project management	1,2,3,4	5,6,7

<table>
<tr><th colspan="2">SEMESTER VI (THEORY)</th><th>L</th><th>Cr</th></tr>
<tr><td>Subject: Project Management</td><td>Paper Code: RJDSEBMS361</td><td>30</td><td>2</td></tr>
<tr><td colspan="2">UNIT I</td><td>15</td><td></td></tr>
<tr><td colspan="2">Foundations of Project Management and Project Planning</td><td></td><td></td></tr>
<tr><td colspan="2">Introduction to Project Management

• Definition and Meaning of Project & Project Management
• Classification, Characteristics & Importance of Project Management
• Need & Objectives, History of Project Management

Project Organization and Initiation

• Organizational Structure: Types, Workflow, Work Integration, Strategic Business Units
• Project Selection: Meaning, Criteria, Models, Risk & Uncertainty
• Role of Project Manager & Consultants: Responsibilities, Selection Criteria

Project Planning and Life Cycle

• Importance and Functions of Project Planning
• System Integration, Project Life Cycle
• Conflict and Negotiation Handling, Master Scheduling.</td><td></td><td></td></tr>
</table>

UNIT II	15	
Project Feasibility, Execution & Control		
a) Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility **-** Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) **b) Market Analysis:** Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis **c) Technical Analysis:** Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management **d) Operational Analysis:** Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Risk Management
COURSE CODE	:	RJDSEBMS362
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Risk Management	**Learning Objectives** • Understand the Nature and Types of Risks in Financial Systems • Develop Knowledge of Risk Hedging and Enterprise Risk Management (ERM) • Comprehend Risk Governance, Assurance, and Stakeholder Expectations

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Identify and Analyze Key Financial and Operational Risks	1,2,3,4	1,2,3
CO2	Evaluate and Implement Enterprise Risk Management Frameworks	1,2,3,4	5,6,7

SEMESTER VI (THEORY)		L	Cr
Subject: RISK MANAGEMENT	**Paper Code:** RJDSEBMS362	30	2
UNIT I		15	
Risk Concepts, Measurement, and Control Techniques			
a) Introduction to Risk Management • Definition and Risk Process • Risk Organization and Types of Risk: Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management vs Risk Measurement • Investment Strategies, Diversification, Quantitative Risk Measurement Techniques and Limitations **b) Tools and Principles of Risk Control** • Risk Metrics: Alpha, Beta, R-squared, Standard Deviation • Risk Exposure & Immunization • Summary Measures: Simulation Method, Duration Analysis, Statistical Techniques • Hedging Instruments: Forwards, Futures, Options, Swaps, Arbitrage Techniques • Markowitz Risk-Return Model, Arbitrage Pricing Theory, and System Audit in Risk Mitigation			
UNIT II		15	
Enterprise Risk Management and Risk in Insurance			

- **Enterprise Risk Management (ERM)**
- Difference Between Risk Management and ERM
- Integrated ERM Framework, ERM Process & Matrix, SWOT Analysis, Sample Risk Register
- **Risk Governance and Assurance:** Risk Governance: Scope, Three Lines of Defense, Risk Assurance: Purpose, Sources, Reports, Challenges

Risk Governance and Assurance

- Risk Governance: Scope, Three Lines of Defense
- Risk Assurance: Purpose, Sources, Reports, Challenges
- Stakeholders in Risk: Identification and Managing Expectations

Risk in the Insurance Sector

- Insurance Industry Overview – Global & Indian Context
- IRDA – Role, Reforms, Powers and Duties
- Players: Life & Non-Life Insurance, Reinsurance, Bancassurance
- Insurance Products: Pricing, Risk Classification, Alternative Risk Transfer
- Claim Management: General Guidelines (Life, Death, Fire, Marine, Motor), Fair Premium Calculation

T.Y.BMS SEMESTER VI - Elective Course (Marketing)

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Brand Management
COURSE CODE	:	RJDSEBMS363
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Brand Management	**Learning objectives** • To determine the role of branding and its need in organization. • To measure and interpret brand performance • To analyses the growing brand equity

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Analyze the importance of brand management	1,2,3,4	1,2,3
CO2	To identify plan brand marketing programs in different channels	1,2,3,4	3,4
CO3	Measuring and interpret brand performance	1,2,3,4	4,5,6
CO4	Examine the growing and sustaining brand equity	1,2,3,4	5,6,7

SEMESTER VI (THEORY)		**L**	**Cr**
Subject: Brand Management	**Paper Code:** RJDSEBMS363	30	2
UNIT I		15	
Foundations of Brand Management and Strategic Brand Building			
Introduction to Brand Management • Meaning of Brand, Branding, and Brand Management • Importance of Branding to Consumers and Firms • Brands vs Products, Scope and Challenges of Branding • Strategic Brand Management Process • Customer-Based Brand Equity (CBBE) Model: Sources, Steps, and Brand Building Blocks • Brand Positioning: Meaning, Importance, and Bases **Planning & Implementing Brand Marketing Programs** • Brand Elements: Types and Criteria for Selection • Integrating Marketing Programs and Activities • Personalised Marketing: Experiential, One-to-One, and Permission Marketing • Product, Pricing, Channel, and Promotion Strategies for Brand Equity • Leveraging Secondary Brand Associations: Co-Branding, Events, Country, Channels			

UNIT II	15	
Measuring, Sustaining and Growing Brand Equity		

Measuring Brand Performance
 	
• The Brand Value Chain
• Measuring Sources of Brand Equity:
  o *Qualitative*: Projective Techniques, Free Association, Brand Personality (Big Five)
  o *Quantitative*: Awareness (Recall/Recognition), Image, Brand Responses
• Brand Asset Valuator (Young & Rubicam)
• Measuring Outcomes of Brand Equity:
  o Comparative Methods (Brand-based, Marketing-based, Conjoint Analysis)
  o Holistic Methods (Residual and Valuation Approaches incl. Interbrand Methodology)
 	
Growing & Sustaining Brand Equity
 	
• Branding Strategies:
  o Brand Architecture (Product Matrix, Breadth & Depth Strategies)
  o Brand Hierarchy and Levels of Equity
  o Cause Marketing and Green Branding
• Brand Extensions: Meaning, Pros & Cons, Impact on Equity
• Managing Brands Over Time: Reinforcement & Revitalisation
• Building Global Customer-Based Brand Equity		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	International Marketing
COURSE CODE	:	RJDSEBMS364
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
International Marketing	**Learning objectives** • Understand the Fundamentals and Scope of International Marketing and Trade • Analyze International Marketing Environments and Conduct Research

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Identify Key Concepts and Approaches in International Marketing	1,2,3,4	1,2,3
CO2	Design an Effective International Marketing Mix	1,2,3,4	4,5,6
CO3	Formulate and Implement International Marketing Plans and Strategies	1,2,3,4	5,6,7

<table>
<tr><td colspan="2">SEMESTER VI (THEORY)</td><td>L</td><td>Cr</td></tr>
<tr><td>Subject: International Marketing</td><td>Paper Code: RJDSEBMS364</td><td>30</td><td>2</td></tr>
<tr><td colspan="2">UNIT I</td><td>15</td><td></td></tr>
<tr><td colspan="2">Foundations of International Marketing and Trade</td><td></td><td></td></tr>
<tr><td colspan="2">1.Introduction to International Marketing
• Meaning and Features of International Marketing
• Process and Phases of International Marketing
• EPRG Framework – Ethnocentric, Polycentric, Regiocentric, Geocentric Orientations
• Market Entry Modes: Exporting, Licensing, Franchising, Joint Ventures, M&A, Strategic Alliances, Contract Manufacturing, Turnkey Projects, Wholly Owned Subsidiaries
• Concept and Implications of Globalization

2. Introduction to International Trade
• Concept and Importance
• Barriers to Trade: Tariff and Non-Tariff
• Trading Blocs: SAARC, ASEAN, NAFTA, EU, OPEC

3. International Marketing Environment
• Economic Environment: International Economic Institutions – IMF, World Bank, IFC; Economic Integration – FTA, Customs Union, Common Market, Economic Union</td><td></td><td></td></tr>
</table>

• **Political & Legal Environment**: Types of Political Systems, Risks and Interventions; Legal Systems – Common, Civil, Theocratic Law; Legal Differences, Anti-Dumping Law, Import Licensing • **Cultural Environment**: Elements of Culture (Language, Religion, Values, Manners, Aesthetics, Education); Hofstede's Cultural Dimensions; Individualism vs. Collectivism **4. International Marketing Research** • Need and Scope • Process of Conducting International Research • Role of IT in International Marketing Research		
UNIT II	15	
International Marketing Mix and Strategy		
1. International Marketing Mix Decisions • **Product Decisions**: Product Line, Standardization vs. Adaptation, International Product Life Cycle, Branding, Packaging and Labelling, Market Segmentation, Targeting, Positioning • **Pricing Decisions**: Objectives and Factors; Pricing Methods – Cost-Based, Demand-Based, Competition-Based, Value, Target Return, Going Rate; Strategies – Skimming, Penetration, Predatory; Pricing Issues – Gray Market, Counter Trade, Dumping, Transfer Pricing • **Distribution Decisions**: Types and Concepts of Distribution Channels; Factors Affecting Channel Choice • **Promotion Decisions**: Campaign Planning – Steps and Tools; Standardization vs. Adaptation of Promotion Strategies **2. Strategic and Contemporary Developments** • Developing and Controlling International Marketing Plans • Types and Need for International Strategies • International Marketing of Services: Concepts, Features, Drivers, Challenges, Advantages, Service Culture		

T.Y.BMS SEMESTER VI - Elective Course (HR)

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Leadership Development
COURSE CODE	:	RJDSEBMS365
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Leadership Development	**Learning objectives** • Understand Core Concepts and Theories of Leadership • Examine Leadership Roles in Motivation, Emotional Intelligence, and Team Building • Develop Skills in Conflict Management and Crisis Leadership • Understand the Role of Leadership in Managing Diversity and Workplace Wellness

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Explain and Apply Leadership Theories and Styles in Organizational Contexts	1,2,3,4	1,2,3
CO2	Demonstrate the Role of Motivation and Emotional Intelligence in Effective Leadership	1,2,3,4	3,4
CO3	Apply Conflict Resolution and Crisis Leadership Techniques	1,2,3,4	4,5,6
CO4	Manage Diverse Teams and Promote Inclusive Leadership Practices	1,2,3,4	5,6,7

SEMESTER VI (THEORY)		L	Cr
Subject: Leadership Development	Subject Code: RJDSEBMS365	30	2
UNIT I		15	
Leadership & Motivation			
• Leadership–Basic Definition, qualities of a leader. • Trait theory and styles of leadership • Theories on Leadership • Motivation Strategies Wrt Motivation Theories • Emotional Intelligence and Its Significance in The • Role of a leader • Leadership and Team building			
UNIT II		15	
Leadership Skill, Conflict Management & Managing A Diverse Workforce, Mentoring			
• Leadership Skills And Conflict Management • Creative leadership. Influence on the creative • potential of workgroups and teams; formation of • innovative climate in organizations. • Leadership In Crisis • Leadership w.r.t Managing A Diverse Workforce, cross cultural dynamics,diverse team and change • Creating A Safe And Healthy Work Environment • Mentoring A Tool Towards Leadership Development Leadership In 21th Century In Terms Of Developing women leaders, developing policies for LGBTQ community, Green Management By Overcoming All challenges. • CaseStudy • Assignment On Analysing Successful Leaders In terms of their leadership styles, skills and success stories			

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Management in Diversity, Inclusion & Equity
COURSE CODE	:	RJDSEBMS366
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Management in Diversity, Inclusion & Equity	**Learning Objectives** 1. To develop a foundational understanding of diversity, equity, and inclusion and their relevance in modern organizations. 2. To build skills for managing and leading diverse teams, with emphasis on equity, inclusive practices, and ethical leadership.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Identify and assess DEI challenges and implement strategies to foster inclusive, fair, and respectful workplaces.	1,2,3,4	1,2,3
CO2	Design, implement, and evaluate DEI policies, practices, and interventions aligned with global and local standards	1,2,3,4	5,6,7

SEMESTER VI (THEORY)		**L**	**Cr**
ubject: Management in Diversity, Inclusion & Equity	**Paper Code:** RJDSEBMS366	30	2
UNIT I		15	
Understanding Diversity, Inclusion & Equity in Organizations			
Conceptual Foundations • Meaning and Dimensions of Diversity: Cultural, Gender, Generational, Socioeconomic, Religious, Cognitive • Equity vs. Equality • Inclusion: Meaning, Importance, and Business Case for Inclusion **Theories and Models** • Social Identity Theory • Intersectionality in the Workplace • Inclusion Frameworks (4Cs: Composure, Connection, Contribution, Commitment; Gardenswartz & Rowe's Model) **Legal and Ethical Context** • Global and Indian Diversity Laws (Equal Opportunity, Anti-Discrimination Acts) • Workplace Rights and Anti-Harassment Policies			

• Ethical Leadership in DEI **Challenges and Bias** • Implicit/Unconscious Bias and Microaggressions • Barriers to Inclusion and Equity in Indian and global contexts • Stereotypes and Workplace Discrimination		
UNIT II	15	
Managing and Leading for Inclusive Excellence		
Diversity Management Practices • Best Practices for Inclusive Hiring and Talent Acquisition • Inclusive Onboarding, Mentorship, and Retention Strategies • Inclusive Leadership: Traits and Responsibilities **Equity in Practice** • Pay Equity, Access to Promotion and Opportunities • Building Equitable Policies, Systems, and Rewards • Inclusive Performance Appraisal and Feedback Mechanisms **Organizational Strategies and Culture** • Building a Diverse & Inclusive Culture: Top-Down and Bottom-Up Approaches • Employee Resource Groups (ERGs), DEI Councils • Diversity Audits and DEI Metrics for Success **Case Studies and Future of DEI** • DEI Strategies in Indian Corporates and MNCs • DEI in Remote and Hybrid Workplaces • Role of Technology & AI in Enabling Inclusive Workplaces		

Reference Books	
Course Code & Title	**Suggested Books**
RJDSEBMS351 Direct Tax	Singhania, Vinod K. & Singhania, Monica – *Students' Guide to Income Tax* (Taxmann). Ahuja, Girish & Gupta, Ravi – *Direct Taxes: Law and Practice* (Bharat Law House).
RJDSEBMS352 Commodities & Derivative Market	Gupta, S.L. – *Financial Derivatives: Theory, Concepts and Problems* (Prentice Hall India). Gurusamy, S. – *Financial Derivatives* (McGraw Hill Education India).
RJDSEBMS353 Service Marketing	Shanker, Ravi – *Services Marketing: The Indian Context* (Excel Books). Jha, S.M. – *Services Marketing* (Himalaya Publishing House).
RJDSEBMS354 Sales & Distribution Management	Sahu, P.K. & Raut, S.K. – *Salesmanship and Sales Management* (Vikas Publishing). Havaldar, K.K. & Cavale, Vasant – *Sales and Distribution Management* (McGraw Hill India).
RJDSEBMS355 Performance & Career Planning	Agarwal, R.D. – *Performance Management* (Himalaya Publishing). Rao, T.V. – *Performance Management and Appraisal Systems* (Sage India).
RJDSEBMS356 HRM in Digital World	Bhatia, S.K. – *Digital Human Resource Management* (Atlantic). Kundu, Subhash C. – *Strategic Human Resource Management* (Excel Books).
RJDSEBMS361 Project Management	Chandra, Prasanna – *Projects: Planning, Analysis, Financing, Implementation & Review* (McGraw Hill). Gopalakrishnan, P. & Ramamoorthy, V.E.S. – *Project Management* (Macmillan India).
RJDSEBMS362 Risk Management	Gupta, P.K. – *Risk Management, Insurance & Derivatives* (Himalaya Publishing). Rejda, George (Indian Adaptation by Skipper) – *Principles of Risk Management and Insurance* (Pearson India).
RJDSEBMS363 Brand Management	Sengupta, Subroto – *Brand Positioning: Strategies for Competitive Advantage* (Tata McGraw Hill). Kapoor, Jagdeep – *Brand Management: Text and Cases* (Himalaya Publishing).
RJDSEBMS364 International Marketing	Varshney, R.L. & Bhattacharya, B. – *International Marketing Management* (Sultan Chand). Jain, Subhash C. (Indian Adaptation) – *International Marketing* (Pearson India).
RJDSEBMS365 Leadership Development	Singh, Dalip – *Emotional Intelligence at Work* (Sage India). Sekhar, R.C. – *Organisational Leadership* (Himalaya Publishing).
RJDSEBMS366 Management in Diversity, Inclusion & Equity	Nair, Ramesh – *Managing Diversity in the Workplace* (Himalaya Publishing). Kundu, S.C. – *Diversity and Inclusion in India* (Springer India).

EVALUATION AND ASSESSMENT
EVALUATION METHOD

Internal Assessment

1. Major Courses (4 Credits): 40 Marks; Major Courses (2 Credits): 40 Marks & all other Courses (2 Credits) except Co-Curricular Course: 20 Marks

2. **Mode of Evaluation:**
   - Presentation (Group wise 8 to 10 min each group; criteria for marking: On the basis of Presentation skills, Communication, PPT file, Attire, Report)
   - Written (Duration: 30 Min)
   - Lab Practical (Duration: 30 Min)
   - Classroom based Practical
   - Assignment (Hand Written/Typed)

Question Paper Pattern
Internal Assessment

Marks: 20	**Duration: 30 min**
Q.1) Explain the following concepts. (1 marks each)	(05 Marks)
1. 2. 3. 4. 5.	
Q.2) Explain in one sentence (1 marks each)	(05 Marks)
1. 2. 3. 4. 5.	
Q.3) Answer the questions. (Any 2 out of 3 **OR** Any 1 out of 2)	(10 Marks)
1. 2. 3.	

Semester End Exam

Marks: 30	**Duration: 1 Hr**
Q.1) Answer the question.	(10 Marks)
OR	
Q.1) Answer the question.	(10 Marks)
Q.2) Answer the question.	(10 Marks)
OR	
Q.2) Answer the question.	(10 Marks)

Q.3) Answer the question.	(10 Marks)
OR	
Q.3) Answer the question.	(10 Marks)

Semester End Exam

Marks: 60	**Duration: 2 Hrs**
Q.1) Answer the question.	(10 Marks)
OR	
Q.1) Answer the question.	(10 Marks)
Q.2) Answer the question.	(10 Marks)
OR	
Q.2) Answer the question.	(10 Marks)
Q.3) Answer the question.	(10 Marks)
OR	
Q.3) Answer the question.	(10 Marks)
Q.4) Answer the question.	(10 Marks)
OR	
Q.4) Answer the question.	(10 Marks)
Q.5) Answer the question.	(10 Marks)
OR	
Q.5) Answer the question.	(10 Marks)
Q.6) Case Study	(10 Marks)

RULES AND REGULATIONS REGARDING ASSESSMENT AND EVALUATION

FOR FY UNDER NEP FROM A.Y. 2023-2024 ONWARDS-

1. A learner appearing for first year examination under NEP will have **maximum of 22 credits** and examinations will be of **maximum 550 marks.**

2. Courses having **2 credits, 3 credits and 4 credits** will have examinations of **50, 75, 100 marks** respectively.

3. With regard to Major Course, Minor Course and OEC:
Continuous evaluation of 40-60 adopted under autonomy (2018) shall continue for all the courses; for the courses with 2 credits and 50 marks, Internal is of 20 marks (only one IA) and External 30 marks (SEE); while the courses with 3 credits and 75 marks, it is 25 marks (only one IA) and 50 marks (SEE). In case of courses of 100 marks, the break up of marks will be 40 marks (IA) and 60 marks (SEE).

4. With regard to IKS, VSEC (VSC and SEC), AEC, VEC:
These will be of 2 Credits each and of 50 marks. Continuous evaluation of 40-60 wherein Internal is of 20 marks and SEE of 30 marks or Only one SEE of 50 marks or continuous evaluation of more than one test by the respective coordinating department or as directed by the EC.

5. With regard to CC:
Vertical of CC shall also be more like a **continuous evaluation** where a student will be awarded marks on the basis of **his / her participation in the co-curricular activities of the department / other departments / associations / extension activities / intercollegiate events and Jeevan Kaushal**. A workbook will be provided to a student to keep a record of his / her participation and will be duly signed by the concerned teachers.

6. Duration of examinations:

a. An IA exam of 20/25 marks shall be of duration of 30 minutes.
b. An SEE exam of 30 marks (offline) shall be of duration of 1 hour.
c. An SEE exam of 50 marks (offline) shall be of duration of 1 ½ hour.
d. An SEE exam of 50 marks (online MCQ) shall be of 60 minutes.
e. An SEE exam of 60 marks (offline) shall be of duration of 2 hours.

7. There shall be **combined passing of Internals and SEE** in a given paper with a **minimum passing percentage of 40.**

8. **Appearing for SEE** for every paper is **compulsory** irrespective of the performance in the Internals examinations. A student absent in SEE will be thus declared failing in a given subject.

9. There shall be provision for supplementary examination for the benefit of students who miss their SEE on grounds of medical emergency or representing college at the national level event or any other equivalent event with a special permission granted by the Head of the institution.

10. There shall be no Additional Examinations for any of the Semesters except for the Semester V wherein one chance of credit improvement in Semester V shall be given before the Learner appears for the final Semester VI Examination.

11. A learner appearing for first year exam under NEP shall have examination of maximum **550 marks** to which effect **ATKT** is allowed for **maximum of 200 marks** corresponding to **failing in 3 / 4 courses** but must have passed in at least one Theory course of Major / Minor.

FOR SY AND TY-

12. For the SY (2023-2024) and TY (2023-2024 and 2024-2025) programs, 40 – 60 pattern of continuous evaluation continues. However, Internal 40% as 20 + 20 is revised from AY 2023-24 as 15 + 25 wherein, 15 marks of assignment and 25 marks of MCQs or any other mode of evaluation as decided by the respective department shall be implemented. Rest of the Rules and Regulations continues as earlier.

13. Ordinances **5042A, 5043A & 5044A, 5045A, 5046A, 5048A&B, 5049A, 5050A** and **0.229A** adopted under autonomy are to accepted as its under NEP. (Next Page)

ORDINANCES ADOPTED ON EXAMIANTIONS CONDUCTED UNDER AUTONOMY

ORDINANCE NUMBER	MATTER OF REFERENCE
5042A	**Grace Marks for passing in each head of passing** (Theory/ Practical/ Oral/ Sessional)
5043A, 5044A	**Grace marks for getting higher Class/ Grade (Grade Jump)**
5045A	**Condonation**
5046A	**Moderation**
5048A&B	**Amendments of Results** (Due to errors, Due to fraud, malpractices etc.)
5049A	**Appointment of paper setters, Examiners, Senior supervisors and conduct of examination etc.**
5050A	**Ordinance regarding Unfair means resorted to by the Student**

0.229A	Benefit of 10 marks under NSS/ NCC/ LLLS/ SPORTS

Explanation:

Ordinance 5042A: *the benefit of gracing of marks under the ordinance shall be applicable only if the candidate passes the entire examination of semester/year.*

Ordinance 5043A, 44A: *the benefit of gracing of marks under the ordinance shall be applicable only if the candidate passes in all the subjects and heads of the examination without the benefit of either gracing or condonation rules and shall be given for maximum of 1% of the aggregate marks of the examination or up to 10 marks, whichever is less.*

Ordinance 5045A: *the benefit of gracing of marks under the ordinance shall be applicable only if the candidate fails in only one head of passing and his/her deficiency of marks in such head of passing may be condoned by not more than 1% of the aggregate marks of the examination or 10% of the total number of marks of that head of passing in which he/she is failing, whichever is less.*
Condonation of deficiency of marks be shown in the statement of marks in the form of asterisk and Ordinance number.

Ordinance 5046A: *the ordinance shall be applicable as per the detailed scheme of moderation released by the University of Mumbai via its adaptation in totality.*
Where marks awarded by the moderator vary from those awarded by original examiner, the marks awarded by the moderators shall be taken as final.

Ordinance 5048A&B: *section (A) of the ordinance is applicable to the case where it is found that the result of an examination has been affected by errors, the Controller of Examination shall have power to amend such result provided the errors are reported/ detected within 6 months from the date of declaration.*
Error means –

- *(a) Error in computer/ data entry, printing or programming and the like.*
- *(b) Clerical error, manual or machine in totalling or entering of marks on mark list/ register.*
- *(c) Error due to negligence or oversight of examiner or any other person connected with evaluation, moderation and result preparation.*

Section (B) of the ordinance is applicable in any case where the result of an examination has been ascertained and published and it is found that such result has been affected by any malpractices, fraud or any other improper conduct whereby an examinee has benefited and that such examinee has been party of privy to or connived at such malpractice, fraud or improper conduct.

Ordinance 5049A: *the ordinance shall be applicable as per the guidelines of University of Mumbai.*

Ordinance 5050A: *the convener of the Unfair means committee shall take appropriate disciplinary action against the student/s using, attempting to use, instigating or allowing to use unfair means at the examination applying the ordinance as per the guidelines of University of Mumbai.*

Ordinance 0.229A: *the ordinance shall be applicable to the candidate for his/her satisfactory completion of NSS/NCC/DLLE/SPORTS. Benefit of 10 marks be shown in the Statement of Marks in the form of hashtag and Ordinance number.*

Teaching Learning Process

The teaching learning process in the learning outcomes based curriculum framework in the subject of Management Studies is designed to develop the cognitive skills of every learner. The course offers the requisite skills for a professions and jobs in all areas of management. All courses have Case studies as an integral part which promotes the learner to acquire the requisite skills for employment by learning real life problem solving skill.

An interesting combination of teaching learning processes is adopted in which the teacher and learners are actively involved.

Some of the salient teaching learning processes are

- ✓ Class lectures
- ✓ Presentations
- ✓ Group Discussion, workshops
- ✓ Case Study pedagogy
- ✓ Peer teaching and learning
- ✓ Project based learning, quiz, seminars, exhibitions, posters.
- ✓ Research Based Projects
- ✓ Technology enabled self-learning
- ✓ Internships
- ✓ LMS (Google Classroom)

The effective teaching strategies would address the requirements of leaner to learn at their own pace. The teaching pedagogy adopted to ensure inculcate higher order skills in the learner. The entire program is also designed to foster human values, environmental consciousness for an equable society. The teaching learning processes adopted would aim at participatory pedagogy.

Mapping of Curriculum
Semester V

Courses	Unit wise	Relevance to Employability/ Entrepreneurship/Skill Development	Relevance to Local, Regional, National and Global Development Needs	Relevance to SDG
RJDSEBMS351 Direct Tax	1. Definitions, Residential Status, Heads of Income 2. Deductions & Computation of Taxable Income of Individuals	Career readiness for tax consultants, accountants; entrepreneurship in tax advisory; skill development in compliance and computation.	Ensures tax compliance at local and national level; supports government revenue system for development.	SDG 16 (Peace, Justice & Strong Institutions), SDG 8.
RJDSEBMS352 Commodities & Derivative Market	1. Introduction to Commodities Market and Derivatives Market 2. Options and Option Pricing Models & Trading, Clearing & Settlement In Derivatives Market and Types of Risk	Employability in financial markets, trading, investment advisory; entrepreneurship in brokerage and fintech start-ups.	Supports financial sector growth, farmer price risk management, national commodity exchange systems.	SDG 8, SDG 9, SDG 12.
RJDSEBMS353 Service Marketing	1. Introduction of Services Marketing 2 Key Elements of Services Marketing Mix	Employability in service industries like banking, healthcare, hospitality; skill development in service positioning & customer handling.	Addresses India's service-driven economy; supports regional/national growth in IT, healthcare, tourism.	SDG 8, SDG 9.
RJDSEBMS354 Sales & Distribution Management	1.Introduction 2 Distribution Channel Management	Employability in sales careers, FMCG, e-commerce; skills in channel design & management.	Strengthens supply chains at regional/national/global level; improves rural market access.	SDG 8, SDG 12.
RJDSEBMS355 Performance & Career planning	1.Introduction to Performance Management 2. Career Planning and Development	Enhances employability via performance evaluation skills; prepares managers to design growth paths; entrepreneurship in HR consultancy.	Aligns with national skilling initiatives and workforce planning for competitive advantage.	SDG 4 (Quality Education), SDG 8.
RJDSEBMS356 HRM in Digital World	1. Introduction to Digital HRM 2. Digital Tools and Technologies in HR and Future of Digital HR	Employability in HR analytics, HR tech, recruitment platforms; entrepreneurship in HR software &	Addresses digital transformation in workforce management at global scale.	SDG 8, SDG 9.

		consulting.		

Semester VI

Courses	Unit wise	Relevance to **Employability/ Entrepreneurship/Skill Development**	Relevance to **Local, Regional, National and Global Development Needs**	Relevance to **SDG**
RJDSEBMS361 Project Management	1. Foundations of Project Management and Project Planning 2. Project Feasibility, Execution & Control	Employability in project planning and execution; entrepreneurship in consultancy; skills in monitoring & evaluation.	Key for infrastructure, IT, construction & service sectors at all levels.	SDG 8, SDG 9, SDG 11 (Sustainable Cities & Communities).
RJDSEBMS362 Risk Management	**1.** Risk Concepts, Measurement, and Control Techniques **2.** Enterprise Risk Management and Risk in Insurance	Employability in insurance, banking, corporate risk departments; entrepreneurship in risk advisory services; skills in ERM.	National/global financial stability; protection of businesses and communities.	SDG 8, SDG 9.
RJDSEBMS363 Brand Management	1. Introduction to Brand Management **2.** Planning & Implementing Brand Marketing Programs	Employability in brand management, marketing, advertising; entrepreneurship in brand consultancy; creativity & positioning skills.	Strengthens India's global brand presence; supports local SMEs in branding.	SDG 8, SDG 9, SDG 12 (Responsible Consumption & Production).
RJDSEBMS364 International Marketing	1. Foundations of International Marketing and Trade 2. International Marketing Mix & Strategy	Employability in global trade, marketing strategy; entrepreneurship in exports/imports; skills in cross-border promotion.	Promotes India's global trade competitiveness; supports local exporters.	SDG 8, SDG 9, SDG 17 (Partnerships).
RJDSEBMS365 Leadership Development	1. Leadership & Motivation **2.** Leadership Skill, Conflict Management & Managing A Diverse Workforce, Mentoring	Employability in leadership roles; entrepreneurship via team leadership; skill development in	Addresses national leadership requirements in organizations;	SDG 4, SDG 8, SDG 10 (Reduced Inequalities).

		motivation and mentoring.	supports diverse workforce.	
RJDSEBMS366 Management in Diversity, Inclusion and Equity	1. Understanding Diversity, Inclusion & Equity in Organizations 2. Managing and Leading for Inclusion	Employability in HR, CSR, diversity roles; entrepreneurship in diversity consultancy; skills in inclusivity practices.	Supports national/global DEI policies; aligns with UN diversity and human rights goals.	SDG 5 (Gender Equality), SDG 8, SDG 10.