



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: MINOR

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	<u>Finance:</u> Direct Tax (2) Commodities & Derivatives Market (2)	4
3B 4B	RJDSEBMS353 RJDSEBMS354	<u>Marketing:</u> Service Marketing (2) Sales & Distribution (2)	
3C 4C	RJDSEBMS355 RJDSEBMS356	<u>HRM:</u> Performance Management & Career Planning (2) HRM in Digital world (2)	
5A	RJMINBMS351 RJMINBMS352	<u>Finance</u> Wealth Management (2) Strategic Financial Technology (2)	4
5B	RJMINBMS353 RJMINBMS354	<u>Marketing</u> Customer Relationship Management (2) E-Commerce Marketing & Data Base Management (2)	
5C	RJMINBMS355 RJMINBMS356	<u>HRM</u> 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	<u>Finance:</u> Project Management (2) Risk Management (2)	4
4B 5B	RJDSEBMS363 RJDSEBMS364	<u>Marketing:</u> Brand Management (2) International Marketing (2)	
4C 5C	RJDSEBMS365 RJDSEBMS366	<u>HRM:</u> Leadership Development (2) Management in Diversity, Inclusion and Equity (2)	

5	RJMINBMS361 RJMINBMS362	<u>Finance</u> International Finance(2) Indirect Tax (2)	4
6	RJMINBMS363 RJMINBMS364	<u>Marketing</u> Retail Management (2) Media Planning and Management (2)	
7	RJMINBMS365 RJMINBMS366	<u>HRM</u> 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**T.Y.BMS SEMESTER VI - MINOR****Semester V**

Courses	Unit wise	Credits	Hrs
RJMINBMS351 Wealth Management	1. Introduction, Insurance Planning and Investment Planning 2. Financial Mathematics/ Tax and Estate Planning, Retirement Planning/ Income Streams & Tax Savings Schemes	2	30
RJMINBMS352 Strategic Financial Technology	<u>1.</u> Introduction to Financial Technology and Digital Payments <u>2.</u> Blockchain and Financial Analytics & Regulations, Ethics, and Strategic Applications	2	30
RJMINBMS353 Customer Relationship Management	1. Introduction to Customer Relationship Management 2. CRM Strategy, Planning, Implementation and Evaluation	2	30
RJMINBMS354 E-Commerce Marketing & Data Base Management	1. Introduction to E-commerce & E-Business & Applications 2. Payment, Security, Privacy & Legal Issues in E-Commerce	2	30
RJMINBMS355 Business Strategy and Strategic HRM	1. Introduction to Business Strategy and Strategic HRM 2. Strategic HRM in Practice	2	30
RJMINBMS356 Employee Welfare and Benefits Administration	1. Introduction to Employee Welfare and Benefit 2. Compensation & Benefits Administration and HR Strategies	2	30

T.Y.BMS SEMESTER VI - MINOR**Semester VI**

Courses	Unit wise	Credits	Hrs
RJMINBMS361 International Finance	1. Foundations of International Finance and Exchange Mechanisms 2. Financial Instruments, Markets, Risks & Appraisal	2	30
RJMINBMS362 Indirect Tax	1. Basics and Legal Framework of GST 2. Application, Computation & Returns	2	30
RJMINBMS363 Retail Management	1. Foundation of Retail management strategy 2. Merchandise, Pricing & Retail Operations	2	30
RJMINBMS364 Media Planning and Management	1. Introduction to Media Planning 2. Media Management and Contemporary Practices	2	30

RJMINBMS365 Change Management and Organizational Development	1. Fundamental to OD & change Management 2. OD Interventions and Contemporary Applications .	2	30
RJMINBMS366 HRM in Global Perspective	1. Fundamentals of IHRM and Cross-Cultural Management 2. Global HR Functions, Expatriation & Emerging Trends	2	30

T.Y.BMS SEMESTER V - MINOR

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Wealth Management
COURSE CODE	:	RJMINBMS351
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Wealth Management	Learning objectives 1. Students will be able to analyze personal financial statements, assess risk, and recommend suitable investment and insurance strategies. 2. Students will understand the application of tax planning, retirement planning, and estate planning in wealth creation and management. 3. Students will be able to compute returns, evaluate financial ratios, and develop financial strategies using goal-based and lifecycle-based planning models.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	To build understanding of personal finance, risk management, insurance, investment, and retirement planning.	1,2,3,4	1,2,3
CO2	To develop skills in analyzing financial data and making informed wealth management decisions.	1,2,3,4	3,4
CO3	To impart knowledge on tax planning, estate planning, and financial goal alignment.	1,2,3,4	4,5,6

SEMESTER V		L	Cr
Subject: Wealth Management	Paper Code: RJMINBMS351	30	2
UNIT I		15	
Introduction, Insurance Planning and Investment Planning			
a) Introduction To Wealth Management: Concepts b) Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. c) Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent. d) Insurance Planning: Meaning, Basic Principles of Insurance, Types of General Insurance Policies,			

Health Insurance – Mediciclaim – Calculation of Human Life Value - Belth Method/CPT e) Investment Planning: Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies		
UNIT II	15	
Financial Mathematics/ Tax and Estate Planning, Retirement Planning/ Income Streams & Tax Savings Schemes		
a) Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios b) Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions – Exemptions c) Retirement Planning: Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment d) Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes		

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Strategic Financial Technology
COURSE CODE	:	RJMINBMS352
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Strategic Financial Technology	Learning objectives • Understand the fundamentals of Financial Technology – including its meaning, evolution, and essential components. • Examine the strategic role of FinTech in transforming traditional financial services and enhancing customer engagement. • Explore various digital payment systems like UPI, E-wallets, and Mobile Banking and understand their operational dynamics.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Define and explain the concept, evolution, and key components of Financial Technology.	1,2,3,4	1,2,3
CO2	Apply blockchain concepts to understand their financial applications, including smart contracts and ledgers.	1,2,3,4	3,4

SEMESTER V (THEORY)		L	Cr
Subject: Strategic Financial Technology	Paper Code: RJMINBMS352	30	2
UNIT I		15	
Introduction to Financial Technology and Digital Payments			
Introduction to FinTech: Meaning, Evolution, and Components, Strategic Role of FinTech in Financial Services, Digital Payment Systems: UPI, E-wallets, Mobile Banking, Cryptocurrencies and Virtual Currencies, Case References: Paytm, PhonePe, Google Pay, Razorpay			
UNIT II		15	
Blockchain and Financial Analytics & Regulations, Ethics, and Strategic Applications			
Blockchain: Concept, Features, Applications in Banking & Payments, Smart Contracts and Distributed Ledgers, Financial Analytics and AI in FinTech, Robo-Advisory in Investment and Wealth Management, Examples of AI-driven financial services Regulatory Framework: RBI Guidelines for FinTech, SEBI, IRDAI; Risk Management and Data Privacy in FinTech; Ethical Issues and Cybersecurity Challenges; Financial Inclusion through FinTech; Designing simple fintech strategies for business growth			

EMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Customer Relationship Management
COURSE CODE	:	RJMINBMS353
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Customer Relationship Management	Learning objectives - Understand the concept, evolution, and goals of Customer Relationship Management (CRM) and its importance in developing long-term customer relationships. - Identify the components of CRM—information, process, people, and technology—and how they contribute to strategic CRM success.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Explain the evolution of customer relationships and the role of CRM in strengthening customer engagement.	1,2,3,4	1,2,3
CO2	Design CRM implementation plans including planning, system selection, architecture, delivery, and performance measurement.	1,2,3,4	3,4

SEMESTER V (THEORY)		L	C r
Subject: Customer Relationship Management	Paper Code: RJMINBMS353	30	2
UNIT I		15	
Introduction to Customer Relationship Management			
● Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners; Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM; Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges. ● CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalization and Collaborative Filtering, Data Reporting			
UNIT II		15	
CRM Strategy, Planning, Implementation and Evaluation			
● Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits; Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy; Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement; CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change ● e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling; Social Networking and CRM; Mobile-CRM; CRM Trends, Challenges and Opportunities; Ethical Issues in CRM			

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	E-Commerce & Database Management
COURSE CODE	:	RJMINBMS354
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
E-Commerce & Database Management	Learning Objectives 1. Students will be able to explain the core concepts and models of E-commerce and E-Business, including current trends in various sectors and mobile commerce. 2. Students will demonstrate the ability to use and evaluate digital payment systems, database technologies, and web-based applications in online business environments. 3. Students will gain the skills to design basic websites, implement digital marketing strategies, and understand key legal and privacy issues related to e-commerce platforms.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	To develop a comprehensive understanding of E-commerce concepts, its applications across industries, and the technological environment supporting online businesses.	1,2,3,4	1,2,3
CO2	To enable students to analyze and apply E-Business models, digital tools, and database systems for efficient online operations.	1,2,3,4	3,4
CO3	To familiarize students with electronic payment systems, digital marketing techniques, and data privacy/security frameworks in the e-commerce ecosystem.	1,2,3,4	4,5,6

SEMESTER V		L	Cr
Subject: E-Commerce & Database Management	Paper Code: RJMINBMS354	30	2
UNIT I		15	
Introduction to E-commerce; E-Business & Applications			
• Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations; Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social; Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • M-Commerce, Benefits of M-Commerce, Trends in M-Commerce • E-Business: Meaning, Launching an E-Business; Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.			

● Electronic Data Interchange (EDI) in E-Business ● Website : Design and Development of Website, Advantages of Website, Principles of Web Design		
UNIT II	15	
Database Management, Payment, Security, Privacy & Legal Issues in E-Commerce		
● Introduction to Database Management System (DBMS): Meaning, functions, and importance of databases in e-commerce operations; types of databases: hierarchical, network, relational and object-oriented databases; role of database management in online business transactions ● Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer; Payment Gateway, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway; Types of Transaction Security ● Digital Marketing on various Social Media platforms; Online Advertisement, Online Marketing Research, Online PR; Web Analytics; Promoting Web Traffic; Latest developments and Strategies in Digital Marketing		

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Business Strategy and Strategic HRM
COURSE CODE	:	RJMINBMS355
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Business Strategy and Strategic HRM	Learning objectives 1. Understand the fundamentals of business strategy and its linkage with HRM. 2. Explore the concept of Strategic HRM and its role in achieving competitive advantage. 3. Analyze the alignment of HR strategies with organizational goals.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Describe the concept of business strategy and explain its relevance in HR planning.	1,2,3,4	1,2,3
CO2	Differentiate between traditional HRM and Strategic HRM.	1,2,3,4	3,4

SEMESTER V (THEORY)		L	Cr
Subject: Business Strategy and Strategic HRM	Paper Code: RJMINBMS355	30	2
UNIT I			
Introduction to Business Strategy and Strategic HRM		15	
Concept of Business Strategy: Levels and Types (Corporate, Business, Functional); Vision, Mission, Objectives and Strategic Planning; Strategic Role of HR in Business; Difference between Traditional HRM and SHRM; Models of SHRM: Best Fit, Best Practice, Resource-Based View HR Planning and Environmental Scanning; Workforce Strategy and Organizational Structure; Strategic Talent Acquisition, Development, and Retention; Performance Management Systems in SHRM; Succession Planning and Leadership Development			
UNIT II		15	
Strategic HRM in Practice			
HR Strategy in MNCs, Start-ups, and SMEs, SHRM and Organizational Change Management, Strategic Compensation and Benefits, HR Metrics and Workforce Analytics, Case Studies on SHRM Implementation.			

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	Employee Welfare and Benefit Administration
COURSE CODE	:	RJMINBMS356
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER V
Employee Welfare and Benefit Administration	Learning objectives Understand the Concept and Importance of Employee Welfare: Familiarize with Employee Welfare Approaches: Interpret Key Labour Welfare Legislations. Explain Compensation and Benefits Administration

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Define and explain the meaning, objectives, and importance of employee welfare and benefits.	1,2,3,4	1,2,3
CO2	Differentiate between statutory and non-statutory welfare provisions and discuss the role of HR and welfare officers in employee welfare.	1,2,3,4	3,4
CO3	Interpret and apply the provisions of key labor welfare legislations in real-world organizational settings.	1,2,3,4	4,5,6
CO4	Describe various compensation structures, employee benefits, and retirement schemes in compensation management.	1,2,3,4	5,6,7

SEMESTER V		L	Cr
Subject: Employee Welfare and Benefit Administration	Paper Code: RJMINBMS356	30	2
UNIT I		15	
Introduction to Employee Welfare and Benefits			
Concept and Meaning of Employee Welfare; Objectives, Scope, and Importance of Welfare Activities; Principles and Approaches of Employee Welfare; Statutory vs. Non-Statutory Welfare Measures; Role of HR and Welfare Officers Factories Act, 1948: Provisions Related to Employee Welfare; Minimum Wages Act, 1948; Payment of Gratuity Act, 1972; Employees' Provident Fund & Miscellaneous Provisions Act, 1952; Employees' State Insurance (ESI) Act, 1948; Maternity Benefit Act, 1961			
UNIT II		15	
Compensation and Benefit Administration			

Concept of Compensation and Employee Benefits; Types of Wages and Allowances; Fringe Benefits and Perquisites; Incentives and Bonus Schemes; Leave, Holidays, and Work-Life Balance Programs; Retirement Benefits: Provident Fund, Gratuity, Pension Employee Assistance Programs (EAP); Occupational Health, Safety, and Well-being Initiatives; Mental Health and Work-life Integration Programs; Flexible Benefits and Cafeteria Plans; Digital Tools in Benefits Administration; Employee Welfare Challenges in the Gig Economy		
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T.Y.BMS SEMESTER VI - MINOR

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	International Finance
COURSE CODE	:	RJMINBMS361
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
International Finance	Learning objectives To understand the structure and functioning of international financial systems, including exchange rate mechanisms, balance of payments, and international monetary systems. To develop knowledge about foreign exchange markets, currency derivatives, international financial institutions, and risk management strategies used in global financial operations.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	To analyze the impact of international financial environments on business decisions, including currency fluctuations, interest rate parity, and exchange rate regimes	1,2,3,4	1,2,3
CO2	Demonstrate the ability to apply concepts like international capital budgeting, forex market operations, and financial risk appraisal to real-world business scenarios involving global trade and investment.	1,2,3,4	3,4

SEMESTER VI (THEORY)		L	Cr
Subject: International Finance	Paper Code: RJMINBMS361	30	2
UNIT I		15	
Foundations of International Finance and Exchange Mechanisms			

1. Introduction to International Finance • Meaning, Importance, and Scope • Globalization of the World Economy • Goals and Emerging Challenges 2. Balance of Payments (BoP) • Introduction and Accounting Principles • Components and Identity of BoP • Indian Heritage in Business, Management, Production, and Consumption 3. International Monetary Systems • Evolution: Gold Standard, Bretton Woods, Post-1973 Flexible Regimes • Current Exchange Rate Arrangements • Fixed vs. Flexible Exchange Rate System • European Monetary System 4. Exchange Rates and Foreign Exchange Markets • Exchange Rate Concepts: Spot Market, Direct & Indirect Rates, Cross Rates • Spread & Spread % • Factors Influencing Exchange Rates • Trade Policies and Barriers • Introduction to Foreign Exchange Market: Structure, Types of Transactions, Settlement Dates		
UNIT II	15	
Financial Instruments, Markets, Risks & Appraisal		
1. Exchange Rate Determination & Currency Derivatives • International Parity Relationships: IRP, PPP, Fisher's Effect • Forecasting Exchange Rates: Efficient Market, Fundamental, Technical Approaches • Global Financial Markets & Interest Rates: Domestic/Offshore Markets, Money Market Instruments • Currency Futures and Options: Types, Markets, Trading Process • Hedging & Speculation with Futures and Options (including Indian Context) 2. Global Financial Markets and Institutions • Euro Currency and Bond Markets: Structure, Instruments, Innovations • International Equity Markets: Benchmarks, Risk & Return, ADRs/GDRs/IDRs • Foreign Exchange Regulations: FERA vs. FEMA, FEDAI Role, FDI vs. FPI • Role of Forex Managers 3. Capital Budgeting & Project Appraisal		

• International Capital Budgeting: Incremental Cash Flows, NPV, Repatriation of Profits • International Project Appraisal: NPV Approach, Option-based Appraisal, Investment Practice		
4. Foreign Exchange Risk & Taxation • Types of Foreign Exchange Risks: Transaction, Translation, Economic • Risk Management Techniques, Arbitrage & Portfolio Management • International Tax Environment: Tax Havens, Taxation Objectives & Liabilities		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Indirect Tax
COURSE CODE	:	RJMINBMS362
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Indirect Tax	Learning objectives 1. To introduce students to the core concepts and legal framework of indirect taxation with a focus on GST in India. 2. To equip learners with understanding of GST supply mechanics, tax computation, registration, and return filing.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Able to differentiate between various forms of taxation and explain the conceptual and structural framework of GST.	1,2,3,4	1,2,3
CO2	Able to apply GST principles in calculating tax liabilities, understanding place/time/value of supply, and fulfilling compliance like registration and returns.	1,2,3,4	3,4

SEMESTER VI		L	Cr
Subject: Indirect Tax	Paper Code: RJMINBMS362	30	2
UNIT I		15	
Basics and Legal Framework of GST			
• Introduction to Taxation • Meaning and distinction between Direct and Indirect Taxes • Advantages and disadvantages of both types • Sources and Authority of taxation in India – Article 246 of Constitution • Overview of GST • Genesis, Power to Tax, Extent and Commencement • Meaning, Definitions and Conceptual Framework: CGST, IGST, SGST, UTGST • Imports and Exports under GST, Taxes subsumed/not subsumed • Key Definitions: Goods, Services, Money, Securities, India, Persons, Taxable Person, Business, Consideration, E-Commerce Operator, Supplier, Recipient • Levy and Collection of GST • Section 9 & 10: Levy of GST and Composition Scheme • Section 11: Power to Grant Exemptions • GST Rate Schedule for Goods and Service			

UNIT II	15	
Application, Computation & Returns		
Concept of Supply and Valuation • Meaning and Scope of Supply (Sec 7), Schedules I, II, III • Composite and Mixed Supply (Sec 8) • Place of Supply (Sec 10–13 IGST Act), Online Information Database Services • Time of Supply and Invoice Provisions (Sec 31) • Value of Supply (Sec 15), Input Tax Credit (Sec 2(62), 16), Input, Input Services, Capital Goods Registration, Payment and Filing of Returns • Registration Provisions (Sec 22–29) • Computation of GST – Inter-state and Intra-state		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Retail Management
COURSE CODE	:	RJMINBMS363
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Retail Management	Learning objectives : 1. To develop an understanding of the structure, functions, and modern trends in retailing, including retail formats, consumer behavior, and retail strategy. 2. To equip students with skills in merchandise planning, pricing, store layout, operations, and regulatory aspects of retail management.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Able to analyze retail formats and strategies suitable for Indian and global retail environments, including the use of IT and CRM.	1,2,3,4	1,2,3
CO2	Able to apply retail management concepts in areas such as merchandising, pricing, store operations, and mall management with awareness of legal and ethical norms.	1,2,3,4	3,4

SEMESTER VI (THEORY)		L	Cr
Subject: Retail Management	Paper Code: RJMINBMS363	30	2
UNIT I		15	
Foundations of Retail Management and Strategy			
Retail Management Overview - o Meaning, Significance, Scope, and Influencing Factors - o Organized Retailing in India and Multichannel Retailing - o E-tailing: Advantages and Limitations - o Emerging Trends: Globalization, IT in Retail (EDI, Barcoding, RFID, ESL), Green & Airport Retailing - o FDI in Retail, Franchising: Types, Pros/Cons, Indian Scenario			
Retail Consumer and Strategic Planning - o Retail Shopper: Meaning, Factors, Changing Profile - o Market Research in Retail - o CRM in Retail: Objectives and Retention Approaches - o Retail Strategy: Steps and Value Chain - o Store Location Selection: Types and Influencing Factors			

○ HRM in Retail: Functions, Organizational Structures (Independent Stores vs. Chains)		
UNIT II	15	
Merchandise, Pricing & Retail Operations		
Merchandise and Pricing Management • Merchandise Types, Planning, Category Management, Procurement • Buying Functions: Process and Buying Cycle • Lifestyle Merchandising and Private Labels • Retail Pricing: Strategies (EDLP, Skimming, Penetration, Odd, Leader, Bundle), Variable Pricing and Price Discrimination (First, Second, Third Degree) Retail Operations and Store Management • Retail Store Operations and 5S's (Systems, Standards, Stock, Space, Staff) • Store Design and Layout: Exterior/Interior Elements, Layout Types, Digital Signage, Feature Areas • Visual Merchandising: Tools, Planogram, Display Methods • Mall Management: Components (Zoning, Promotion, Facilities, Finance) • Legal & Ethical Aspects, Licenses Required, Career Opportunities in Retail		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Media Planning and Management
COURSE CODE	:	RJMINBMS364
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Media Planning and Management	Learning objectives : 1. To provide students with an understanding of how media planning supports marketing and advertising strategies. 2. To develop skills in evaluating media channels, setting objectives, and executing integrated media plans.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Design and evaluate media plans based on audience, budget, and campaign goals.	1,2,3,4	1,2,3
CO2	Manage media campaigns across traditional and digital platforms, applying current industry tools and standards.	1,2,3,4	3,4

SEMESTER VI (THEORY)		L	Cr
Subject: Media Planning and Management	Paper Code: RJMINBMS364	30	2
UNIT I		15	
Introduction to Media Planning			
Fundamentals of Media • Introduction to Media: Print, Broadcast, Digital, Outdoor, Ambient Media • Role of Media in Marketing Communication • Media Landscape in India: Trends and Evolution • Understanding Media Consumption Patterns of Indian Consumers			
Media Planning Process • Definition and Objectives of Media Planning • Media Planning vs Media Buying • Target Audience Identification & Media Habits • Setting Media Objectives (Reach, Frequency, GRPs, TRPs) • Media Mix and Selection Criteria • Budgeting for Media Campaigns			
Media Research and Tools • Role of Media Research in Planning			

- Media Measurement Tools: IRS, BARC, TAM, AdEx - Role of Media Planners and Media Agencies		
UNIT II	15	
Media Management and Contemporary Practices		
Media Strategy Execution - Media Scheduling: Continuous, Pulsing, Flighting Strategies - Buying Media Space & Time: Print, TV, Digital, Radio - Negotiation & Rate Cards - Evaluating Media Performance Digital Media Management - Introduction to Digital Media Planning - Online Advertising Formats: Display Ads, Search, Video, Influencer Marketing - Programmatic Buying and Real-Time Bidding (RTB) - Social Media Platforms: Instagram, YouTube, Facebook, LinkedIn for Campaigns Legal, Ethical & Emerging Trends - Legal and Ethical Issues in Media - ASCI Guidelines, Copyright, Advertising Laws - Media Auditing and Transparency - Emerging Trends: AI in Media Planning, OTT, Podcasting, Virtual Events		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	Change Management & organizational Development
COURSE CODE	:	RJMINBMS365
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
Change Management & organizational Development	Learning objectives 1. To enable students to understand and apply the principles of change management and organizational development in modern business contexts. 2. To equip learners with skills to diagnose, plan, and implement OD interventions and manage change in diverse organizational settings.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	To analyze change management scenarios and apply appropriate models to lead and manage change.	1,2,3,4	1,2,3
CO2	Develop competencies to design and evaluate OD interventions, addressing challenges of culture, technology, and global workforces.	1,2,3,4	3,4

SEMESTER VI		L	Cr
Subject: Change Management & organizational Development	Paper Code: RJMINBMS365	30	2
UNIT I		15	
Fundamentals of Change and Organizational Development			

Introduction to Change Management • Meaning, Nature, and Importance of Change • Types of Change: Planned vs. Unplanned, Strategic vs. Operational • Forces Driving Change: Internal and External • Resistance to Change: Causes and Overcoming Techniques Models of Change Management • Kurt Lewin's Change Model • Kotter's 8-Step Model • ADKAR Model Organizational Development (OD) • Meaning, Evolution, and Scope of OD • Objectives and Assumptions of OD • Difference between Change Management and OD • OD Process: Entry, Diagnosis, Intervention, Evaluation • Role and Competencies of an OD Practitioner		
UNIT II	15	
OD Interventions and Contemporary Applications		
OD Interventions • Human Process Interventions: Team Building, Sensitivity Training • Techno-Structural Interventions: Job Redesign, Work Design • Strategic Interventions: Culture Change, Business Process Reengineering • HRM Interventions: Performance Management, Talent Development • Appreciative Inquiry and Survey Feedback Contemporary Issues in Change and OD • Organizational Culture and Change • Change Management in Indian Organizations • Mergers, Acquisitions & Strategic Change • Role of Technology and Digital Transformation in Change • Virtual Work, AI, and Knowledge Management • Measuring Change and OD Effectiveness		

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	HRM in Global Perspective
COURSE CODE	:	RJMINBMS366
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
HRM in Global Perspective	Learning objectives 1. To provide conceptual and strategic understanding of human resource management in a global context, including cultural, legal, and organizational dimensions. 2. To develop insights into global HR functions, such as staffing, compensation, performance management, and expatriate management.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Able to evaluate international HR practices, cultural issues, and strategic approaches used by multinational corporations.	1,2,3,4	1,2,3
CO2	Will gain the ability to analyze and apply IHRM practices in managing expatriation, cross-cultural teams, and global talent strategies effectively.	1,2,3,4	3,4

SEMESTER VI (THEORY)		L	Cr
Subject: HRM in Global Perspective	Paper Code: RJMINBMS366	30	2
UNIT I		15	
Fundamentals of IHRM and Cross-Cultural Management			
Introduction to International HRM • Meaning, Features, Objectives, Evolution, Scope, Functions • Significance in International Business, Limitations of IHRM • IHRM vs. Domestic HRM Approaches to IHRM • Ethnocentric, Polycentric, Geocentric, Regiocentric Global Managerial Effectiveness • Qualities of Global Managers, Cultural Sensitivity, Cultural Shock • Organizational Dynamics and Diversity in IHRM Cross-Cultural and Comparative HRM			

• Cross-Cultural Management: Meaning, Convergence of Cultures, Cultural Issues, Role of IHRM in Managing Cultural Differences • Comparative HRM: Meaning, Importance, Differences from IHRM.		
UNIT II	15	
Global HR Functions, Expatriation & Emerging Trends		
Key IHRM Functions • International Recruitment and Selection: Labour Market Sources, Global Staffing, Selection Criteria • International Compensation: Objectives, Components, Approaches • Training & Development: Cross-Cultural Training – Advantages and Issues • Performance Management: Factors, Criteria, Challenges • Motivation & Rewards: Benchmarking Global Practices • International Industrial Relations: Key Issues, Role of Trade Unions Expatriation and Repatriation • Concepts: PCNs, HCNs, TCNs • Expatriation: Reasons, Selection Factors, Family Role, Non-expatriates, Challenges, Women in Global Roles • Repatriation: Process, Challenges, Role of Repatriates Trends and Challenges in IHRM • Emerging Trends in IHRM • Offshoring and HRM in India • Business Ethics & Corporate Code of Conduct • Managing International Teams and Projects • HR in MNCs and Virtual Organizations: Structure, Role of Technology • Strategic Alliances and M&A: Impact on IHRM • Knowledge Management in IHRM		

Reference Books	
Course Code & Title	Suggested Books
RJMINBMS351 Wealth Management	Sinha, Taposh & Bandyopadhyay, S. – <i>Wealth Management</i> (McGraw Hill). Avadhani, V.A. – <i>Investment and Securities Market in India</i> (Himalaya Publishing).
RJMINBMS352 Strategic Financial Technology	Bhaskar, S. & Chawla, S. – <i>FinTech: The Technology Driving Disruption in Financial Services</i> (McGraw Hill India). Gupta, P.K. – <i>E-Banking and Financial Services</i> (Himalaya Publishing).
RJMINBMS353 Customer Relationship Management	Shanmugasundaram, S. – <i>Customer Relationship Management</i> (Prentice Hall India). Alok Kumar Rai – <i>Customer Relationship Management: Concepts and Cases</i> (PHI Learning).
RJMINBMS354 E-Commerce Marketing & Database Management	Kalakota, Ravi & Whinston, Andrew B. (Indian Adaptation) – <i>Electronic Commerce: A Manager's Guide</i> (Pearson India). Chaffey, Dave (Indian Adaptation by Rajiv Lal) – <i>E-Business and E-Commerce Management</i> (Pearson India).
RJMINBMS355 Business Strategy & Strategic HRM	Kazmi, Azhar – <i>Business Policy and Strategic Management</i> (McGraw Hill India). Rao, V.S.P. – <i>Human Resource Management: Text and Cases</i> (Excel Books).
RJMINBMS356 Employee Welfare & Benefits Administration	Mamoria, C.B. & Gankar, S.V. – <i>Personnel Management</i> (Himalaya Publishing House). Subba Rao, P. – <i>Personnel and Human Resource Management</i> (Himalaya Publishing).
RJMINBMS361 International Finance	Apte, P.G. – <i>International Financial Management</i> (Tata McGraw Hill). Sharan, Vyuptakesh – <i>International Financial Management</i> (Pearson India).
RJMINBMS362 Indirect Tax (GST)	Datey, V.S. – <i>Indirect Taxes: Law and Practice</i> (Taxmann). Ahuja, Girish & Gupta, Ravi – <i>Indirect Taxes</i> (Bharat Law House).
RJMINBMS363 Retail Management	Pradhan, Swapna – <i>Retail Management</i> (McGraw Hill India). Sinha, Piyush & Uniyal, Arvind – <i>Managing Retailing</i> (Oxford University Press India).
RJMINBMS364 Media Planning & Management	Chunawalla, S.A. – <i>Advertising, Sales and Promotion Management</i> (Himalaya Publishing). Jethwaney, Jaishri & Jain, Shruti – <i>Advertising Management</i> (Oxford India).
RJMINBMS365 Change Management & OD	Ramnarayan, S., Rao, T.V. & Singh, K. – <i>Organizational Development and Change</i> (Sage India). Chandan, J.S. – <i>Management Concepts including OD</i> (Vikas Publishing).
RJMINBMS366 HRM in Global Perspective	Rao, P.L. – <i>International Human Resource Management</i> (Excel Books). Kundu, S.C. – <i>International HRM</i> (Excel 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 EXAMINATIONS 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

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 learner 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	Relevance to	Relevance to
		Employability/Entrepreneurship/Skill Development	Local, Regional, National and Global Development Needs	SDG
RJMINBMS351 Wealth Management	1. Introduction, Insurance Planning and Investment Planning 2. Financial Mathematics/ Tax and Estate Planning, Retirement Planning/ Income Streams & Tax Savings Schemes	Employability as wealth managers, financial planners; entrepreneurship in advisory firms; skill development in retirement planning.	Supports financial literacy and security needs of individuals at local and national level.	SDG 1 (No Poverty), SDG 8.
RJMINBMS352 Strategic Financial Technology	1. Introduction to Financial Technology and Digital Payments 2. Block chain and Financial Analytics & Regulations, Ethics, and Strategic Applications	Employability in FinTech, banking, analytics; entrepreneurship in blockchain & payments start-ups; skill development in financial innovations.	Drives India's digital economy; supports cashless transactions; global competitiveness in FinTech.	SDG 8, SDG 9, SDG 10 (Reduced Inequalities).
RJMINBMS353 Customer Relationship Management	1. Introduction to Customer Relationship Management 2. CRM Strategy, Planning, Implementation and Evaluation	Employability in marketing, sales, CRM platforms; entrepreneurship in CRM consultancy; skill development in relationship marketing.	Enhances customer service in IT, retail, healthcare; supports organizational sustainability globally.	SDG 9, SDG 12.
RJMINBMS354 E-Commerce Marketing & Data Base Management	1. Introduction to E-commerce & E-Business & Applications 2. Payment, Security, Privacy & Legal Issues in E-Commerce	Employability in e-commerce firms, digital marketing; entrepreneurship in online start-ups; skills in data and online business models.	Strengthens India's digital market ecosystem; supports local sellers to go global.	SDG 8, SDG 9.
RJMINBMS355 Business Strategy and Strategic HRM	1. Introduction to Business Strategy and Strategic HRM 2. Strategic HRM in Practice	Employability in corporate planning, HR strategy; entrepreneurship in HR solutions; decision-making & strategy skills.	Supports competitiveness of Indian corporates in global markets.	SDG 8, SDG 9.
RJMINBMS356 Employee Welfare and Benefits Administration	1. Introduction to Employee Welfare and Benefit 2. Compensation & Benefits Administration and HR Strategies	Employability in HR departments; entrepreneurship in welfare & compensation consulting; skills in policy design.	Ensures labor welfare in Indian and global context; aligns with national HR practices.	SDG 3 (Good Health & Well-being), SDG 8.

Semester VI

Courses	Unit wise	Relevance to	Relevance to	Relevance to
		Employability/Entrepreneurship/Skill Development	Local, Regional, National and Global Development Needs	SDG
RJMINBMS361 International Finance	1. Foundations of International Finance and Exchange Mechanisms 2. Financial Instruments, Markets, Risks & Appraisal	Employability in banking, finance, forex; entrepreneurship in fintech & advisory;	Strengthens foreign trade, capital flow, national forex stability.	SDG 8, SDG 9, SDG 17.

		skills in risk & global finance.		
RJMINBMS362 Indirect Tax	1. Basics and Legal Framework of GST 2. Application, Computation & Returns	Employability as GST practitioner, accountant, tax consultant; entrepreneurship in compliance services; skills in tax filing.	Supports India's tax reforms (GST regime) at local & national levels.	SDG 16 (Institutions), SDG 8.
RJMINBMS363 Retail Management	1. Foundation of Retail management strategy 2. Merchandise, Pricing & Retail Operations	Employability in retail chains, malls, e-commerce; entrepreneurship in retail start-ups; skills in merchandising.	Enhances India's retail sector growth, supports local economy.	SDG 8, SDG 9, SDG 12.
RJMINBMS364 Media Planning and Management	1. Introduction to Media Planning 2. Media Management and Contemporary Practices	Employability in advertising, media agencies, digital marketing; entrepreneurship in media ventures.	Supports India's creative economy & digital ecosystem.	SDG 9, SDG 12, SDG 17.
RJMINBMS365 Change Management and Organizational Development	1. Fundamental to OD & change Management 2. OD Interventions and Contemporary Applications.	Employability in HR, consultancy; entrepreneurship in OD services; skills in managing change.	Helps organizations adapt to reforms at local/global levels.	SDG 8, SDG 9.
RJMINBMS366 HRM in Global Perspective	1. Fundamentals of IHRM and Cross-Cultural Management 2. Global HR Functions, Expatriation & Emerging Trends	Employability in global HR roles, MNCs; entrepreneurship in HR consultancy; skills in managing expatriates.	Supports globalization of workforce, mobility, and talent management.	SDG 8, SDG 10, SDG 17.