

S.Y.B.Com (Management Studies) 2025-26

Code	Semester III subjects	Credit	Code	Semester IV subjects	Credit
<u>Marketing</u> Major 1 BMC301 Major 2 BMA302	Consumer and Market Behavior analysis	4	<u>Marketing</u> Major 1 BMF401	Fundamentals of Integrated Marketing Communication	4
<u>Finance</u> Major 1 BMF303 Major 2 BMI304	Introduction to Advertising	4	Major 2 BMR402	Introduction to Rural Marketing	4
<u>Human Resource</u> Major 1 BMP305 Major 2 BMM306	Corporate Finance	4	<u>Finance:</u> Major 1 BMM 403	Financial Institution and Market	4
	Introduction to Financial Services	4	Major 2 BMS404	Strategic Cost Management	4
	Principles and Practices in Recruitment and selection	4	<u>Human Resource</u> Major 1 BMT405	Training and Development	4
	Motivation and Leadership	4	Major2 BMH406	Human Resource Planning and Information System	4
Minor BML307	Business Law - II	4	Minor BML407	Industrial Law I	4
Open Elective BMAM308	Accounting for Managerial Decisions	2	Open Elective BMT408	Production and Total Quality Management	2
BMW308	Web Technology		BMD408	Data Analysis with Excel	
BMS308	Sociology of work and Corporate culture		BMU408	Understanding Corporate Social Responsibility.	
VSC BMB309	Business Planning and Entrepreneurial Management	2	SEC BMB409	Basics of Strategic Management	2
BMO309	Overview of Banking sector		BMO409	Overview of Insurance sector	
AEC BMH310/ BMM310	HINDI-1/MARATHI-1	2	AEC BMH410/ BMM410	HINDI-2/MARATHI-2	2
FP BMFP311 CC BMN312/ BMYY312	FP	2	CEP BMCP411 CC BMN412/ BMYY412	CEP	2
	CC:NSS/Yoga	2		CC:NSS/Yoga	2
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Programme Name: B.Com (Management Studies)		Semester: IV
Course Category/Vertical: Major 1 (Marketing)		
Name of the Dept: B.Com (Management Studies)		
Course Title: Fundamentals of Integrated Marketing Communication		
Course Code:	BMF401	Course Level: 5
Type: Theory		
Course Credit: 4 credits		
Hours Allotted: 60 Hours		
Marks Allotted: 100 Marks		
Course Objectives(CO): CO1: To provide an understanding of the key concepts of Integrated Marketing Communication, its evolution, features, and growth factors. CO2: To equip students with knowledge of advertising and sales promotion as crucial elements of IMC. CO3: To familiarize students with the elements of IMC such as Direct Marketing, Public Relations, Publicity, and Personal Selling CO4: To develop students' ability to evaluate the effectiveness of an IMC program using various techniques and tools.		
Course Outcomes (OC): (List the course outcomes) OC1: Understand the core concepts of Integrated Marketing Communication (IMC), its features, evolution, and the factors driving its growth OC2: Understand the different types of advertising and sales promotions, their advantages and disadvantages, and assess how they are used to enhance marketing communication strategies. OC3: Understand the elements of IMC such as Direct Marketing, Public Relations, Publicity, and Personal Selling. OC4: Assess the effectiveness of an Integrated Marketing Communication program through various evaluation techniques. Identify ethical issues in marketing communication and analyze current trends, including the role of the internet in IMC and emerging digital strategies.		
Description the course:(Including but not limited to) This course explores Integrated Marketing Communication (IMC), focusing on the integration of various marketing tools and channels to deliver a consistent message. Key topics include advertising, sales promotion, direct marketing, public relations, personal selling, and digital media. Students will learn how to set objectives, manage budgets, evaluate campaign effectiveness, and address ethical issues in marketing communication. The course also covers current trends in digital marketing, with an emphasis on the internet's role in IMC. By the end of this course, students will have the knowledge and skills to design, evaluate, and manage integrated marketing campaigns		

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Unit No.	Content	Hours
I	Introduction to Integrated Marketing Communication Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.	15

	- Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing - Communication process, Traditional and alternative Response Hierarchy Models - Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program	
II	Elements of IMC: Advertising and Sales promotion - Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. - Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.	15
III	Elements of IMC: Direct Marketing , Public Relations and Publicity, Personal Selling - Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing - Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • - Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling	15
IV	Evaluation & Ethics in Marketing Communication - Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulationtests - Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.	15
	Total Hours	60

References:

1. Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
2. Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”,Pearson Edu 2014
3. Duncan,Tom,“Principles of Advertising and IMC”,Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”,Tata Mcgraw Hill 2014
5. Shimp,Terence, “Advertising and promotion :An IMC Approach”,Cengage Leaarning 2007
6. Dutta,Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
7. Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”,ICFAI University Press,2008

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Programme Name: B. Com (Management Studies)		Semester:IV
Course Category/Vertical: Major II (Marketing)		
Name of the Dept: B. Com (Management Studies)		
Course Title: Introduction to Rural Marketing		
Course Code: BMR402		Course Level: 5
Type:Theory		
Course Credit:4		
Hours Allotted:60 Hours		
Marks Allotted: 100 Marks		
CourseObjectives(CO): (List the course objectives) CO1: To explore the students in the agriculture and rural marketing environment. CO2: To familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural produce. CO3: To understand relevance of marketing mix. CO4:To understand the recent trends in rural marketing		
CourseOutcomes(OC): (List the course outcomes) OC1:Students can understand the importance of Rural marketing along with constraints and problems. OC2: Students will understand emerging profile of rural consumer. OC3: Students can understand the marketing mix strategies for product and price for rural area. OC4: Students understand the marketing mix strategies of distribution and communication.		
Description Of Course The course aims to introduce students to agriculture and rural marketing, focusing on key concepts like rural consumer behavior and the marketing of agricultural produce. It also covers the relevance of the marketing mix and recent trends in rural marketing. Upon completion, students will gain an understanding of rural marketing's significance, the challenges involved, the evolving rural consumer profile, and marketing strategies for product, price, distribution, and communication in rural areas.		

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Unit No.	Content	Hours
I	INTRODUCTION: • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for rural development by government (A brief Overview). • NABARD, NAFED • Emerging Profile of Rural Markets in India, • Problems of the rural market. • Constraints in Rural Marketing and Strategies to overcome constraints	15
II	RURAL MARKET • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: • Demographics– a) Population, Occupation Pattern, Literacy Level; b) Economic Factors-Income Generation, Expenditure Pattern - Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c) Rural Infrastructure -Rural Housing, Electrification, Roads (current scenario) • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer • Behavior - Social factors, Cultural factors, Technological factors, Lifestyle, Personality. (refer to change in the market scenario)	15
III	RURAL MARKETING MIX • Relevance of marketing mix for rural market / Consumers. • Product Strategies, Rural Product Categories - FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting, Positioning and differentiation for rural market. • Use case study approach	15
IV	RURAL MARKETING STRATEGIES • Distribution Strategies for Rural consumers. • Channels of Distribution- HAATS, Mandis, Public Distribution System, Co- operative society, Regulated Market, APMC, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based) • Communication Strategy. • Challenges in Rural Communication, Developing Effective Communication , Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences.	15

	• Rural Media- Mass media, Non-Conventional Media, Personalized Media	
	TOTAL	60

Reference Books –

- Badi & Badi : Rural Marketing
- Mamoria, C.B. & Badri Vishal : Agriculture problems in India
- Arora, R.C. : Integrated Rural Development
- Rajgopal : Managing Rural Business
- Gopaldaswamy, T.P. : Rural Marketing

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Programme Name: B.Com(Management Studies)		Semester: IV
Course Category: Major I (Finance)		
Name of the Dept: B.Com(Management Studies)		
Course Title: FINANCIAL INSTITUTIONS AND MARKETS		
Course Code:	BMM403	Course Level: 5
Course Credit:	4	Total time allocated: 60 Hrs. Total Marks: 100
Course Objectives: CO1: The Course aims at providing the students basic knowledge about the structure of financial system in India. CO2: To make learner familiar with understand Financial Regulators, role and functioning of Indian financial institutions. CO3: To make learner familiar with Indian financial markets. CO4: This course will enable the students to understanding relating to managing of financial system		
Course Outcomes: OC1: The students will understand basic knowledge about the structure of financial system in India. OC2: The students will understand Financial Regulators, role and functioning of financial institutions in the financial system in India. OC3: The students will understand Indian financial markets in detail. OC4: The students will understand relating to managing of financial system		
Overview of course : The course aims to provide students with a basic understanding of the structure of the financial system in India, the role of financial regulators, and the functioning of Indian financial institutions and markets. By the end of the course, students will have a clear understanding of the financial system, its regulators, financial markets, and the management of financial systems in India.		

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Unit No.	Content	Hours
I	Financial System in India: Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development , Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) (Only an Overview) Monitoring Framework for financial Conglomerates, Structure of Indian financial system – Financial Institutions (Banking & Non - Banking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services(Fund based & Free Based) – (In details)	15

	• Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India	
II	Financial Regulators & Institutions in India (detail discussion on their role and functions) • Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA. • Financial Institutions - Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC) NBFC services provided by NBFC. • Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns)	15
III	Financial Markets (In Details) • Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms • Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR • Introduction of Commodity and Derivative Markets • Insurance and Mutual funds – An introduction	15
IV	Managing Financial Systems Design • Financial System Design – Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems • At global level – Financial system designs of Developed countries (Japan, Germany , UK and USA) (Brief Summary) • Case studies relating to disinvestments policies of PSU in India, Global crises and failures in market systems around world	15
	Total Hours	60

References:

1. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers
4. Gordon and Natarajan, Financial Services, Himalaya Publishers
5. Meir Khan, Financial Institutions and Markets, Oxford Press
6. Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.
7. The Indian Financial System-Dr. Bharti Pathak, Pearson.
8. Indian Financial System-M. Y. Khan, Mc. Graw Hill
9. Machiraju, H.R., Indian Financial System, Vikas Publications

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Programme Name: B.Com(Management Studies)	Semester: IV
Course Category/Vertical: Major II (Finance)	
Name of the Dept: B.Com (Management Studies)	
Course Title: Strategic Cost Management	
Course Code: BMS404	Course Level: 5
Type: Practical	
Course Credit: 4 Credits	
Hours Allotted:60 Hours	
Marks Allotted: 100 Marks (40 Marks Internal and 60 Marks External)	
Course Objectives (CO): (List the course objectives) CO1: Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting CO2:The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place. CO3:Learner should understand the concept of Cost management with practical approach. CO4:Learner should come up with good management skills and financial skills used in business level.	
Course Outcomes (CO): (List the course outcomes) CO 1. Learners would get knowledge about strategic cost management, Practical understanding of cost management. CO2. Learners would gain knowledge about SIX Sigma, Marginal costing, Performance assessment of SCM. CO 3. Learners will understand how to design and interpret cost allocation system and analyses the impact of cost allocation on internal performance reports. CO 4. Learners will be able to apply cost information to make strategic decisions, such as pricing, profitability and competitive advantages.	
Description the course: This course delves deeply into the theoretical foundations of cost management, offering students a robust understanding of how various cost behaviors, allocation methods, and control strategies can significantly influence an organization's financial performance.	

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Unit No.	Content	Hours
I	Introduction to Cost Management Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal Management, Business Process Reengineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost & Supply Cost, Cost Reduction & Product Life Cycle Costing (An Overview)	15
II	Strategic cost management performance assessment Cost Audit & Management Audit under companies Act, with reference to strategic assessment of cost & managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions- Entrepreneurial approach to cost Management, Six Sigma, Learning Curve, Praise Analysis and Simulation	15

III	Activity based management & Marginal Costing a) Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle Costing, Kaizen Costing, Back Flush Costing. b) Marginal costing: Profit Volume Ratio, desired sales ,desired profit, fixed cost, variable cost, total cost, Breakeven point, Break even sales, Margin of safety, Performance measurement. Managerial Decision Mix (Practical Problems)	15
IV	Variance Analysis and Responsibility Accounting a) Standard Costing (Material, Labour, Overhead, Sales & Profit) b) Responsibility Accounting –Introduction, Types & Evaluation of Profit Centre and Investment Centre	15
	Total	60

References:

1. Dr. Girish Jakhotiya-Strategic Financial Management
2. Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
3. Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del
4. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

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Programme Name: B.Com(Management Studies)		Semester: IV	
Course Category: Major I (Human Resource)			
Name of the Dept: B.Com(Management Studies)			
Course Title: Training and Development			
Course Code: BMT405		Course Level: 5	
Course Credit: 4	Total Hrs: 60	Total Marks: 100	
Course Objectives: CO1: The objective is to familiarize the students with the importance of training, types of training, assessment of training needs and criteria of designing training programs. CO2: The objective is to familiarize the students with the development process, method of counselling and career development cycle. CO3:To give an in-depth insight into various aspects of Method of development, program and techniques of Management development program. CO4:To make them acquainted with practical aspect importance of performance appraisal, talent management and how knowledge management is utilized in organization.			
Course Outcomes: OC1:Learners will understand the importance of training, types of training, assessment of training needs and criteria of designing training programs. OC2:Learners will understand the development process, method of counselling and career development cycle. OC3:Method of development, program and techniques of Management development program. OC4:Students will understand the importance of performance appraisal, talent management, and knowledge management in an organization.			
Overview of course : The course aims to familiarize students with the importance of training, various types of training, and the assessment and design of training programs. It covers the development process, counseling methods, and the career development cycle. The course also delves into management development techniques and programs. Additionally, it highlights the practical significance of performance appraisal, talent management, and knowledge management within organizations. Students will gain an in-depth understanding of these concepts and their applications in real-world scenarios.			

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Unit No.	Content	Hours
I	OVERVIEW OF TRAINING • Overview of training– concept, scope, importance, objectives, features, need and assessment of training. • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, and Organisation Analysis), Types– On the Job & Off the Job Method. • Assessment of	15

	Training Needs, Methods & Process of Needs Assessment. • Criteria & designing-Implementing– an effective training program	
II	OVERVIEW OF DEVELOPMENT • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counselling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self-development, succession planning.	15
III	CONCEPT OF MANAGEMENT DEVELOPMENT • Concept of Management Development. • Process of MDP. • Programs & methods, importance, evaluating a MDP	15
IV	PERFORMANCE MEASUREMENT, TALENT MANAGEMENT AND KNOWLEDGE MANAGEMENT • Performance measurements– Appraisals, pitfalls & ethics of appraisal. • Talent management- Introduction, Measuring, Talent Management, Integration & future of TM, • Global TM & Knowledge management overview -Introduction: History, Concepts, • Knowledge Management: Definitions and the Antecedents of KM - Information Management to Knowledge Management ,Knowledge Management: What Is and What Is Not?, Three stages of KM, KM • Life Cycle	15
	Total Hours	60

References:

- Dipak Kumar Bhattacharya - Human Resource Management
- Arun Monappa- Managing Human Resource.
- C.B. Memoria -Personnel Management-
- Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st Ed.). New Delhi: Jaico Publishing House.
- Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd Ed.). India: Thomson South Western.

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Programme Name:: B.Com (Management Studies)	Semester: IV
Course Category/Vertical: Major II (Human Resource)	
Name of the Dept: B.Com (Management Studies)	
Course Title: Human Resource Planning and Information System	
Course Code: BMH406	Course Level: 5
Type: Practical	
Course Credit: 4	
Hours Allotted: 40 Hours	
Marks Allotted: 60 Marks	
Course Objectives (CO): (List the course objectives) CO1: To Understand the Concept and Process of HRP CO2: To Understand Ways of matching Job Requirements and Human Resource Availability CO3: To Explore the concept of Strategic HRP CO4: To Understand the applications of HRIS	
Course Outcomes (OC): (List the course outcomes) OC1: Understand principles of HR planning and workforce forecasting. OC2: Utilize HRIS for efficient data management and decision-making. OC3: Develop strategies for talent acquisition and retention. OC4: Ensure ethical and legal compliance in HR practices.	
The course aims to help students understand the concept and process of Human Resource Planning (HRP), the ways to match job requirements with available human resources, and the concept of strategic HRP. It also focuses on the applications of Human Resource Information Systems (HRIS). Students will learn HR planning principles, workforce forecasting, and how to utilize HRIS for data management and decision-making. The course will also equip students with strategies for talent acquisition and retention, while ensuring ethical and legal compliance in HR practices.	

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Unit No.	Content	Hours
I	Overview of Human Resource Planning (HRP) Human Resource Planning –Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. Process of HRP - Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting – Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables.Barriers in Effective Implementation of HRP and Ways to Overcome Them. Strategic Human Resource Planning – Meaning and Objectives. Link between Strategic Planning and HRP through Technology.	15

II	Job Design, Recruitment & Selection. Job Design: Concept, Issues. Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies, Resourcing Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons. • Employee Selection Tests: Meaning, Advantages and Limitations, Selection Test for Public and Private Organisation. • Human Resource Audit: Meaning, Need, Objectives, Process, Areas.	15
III	HRP Practitioner, Aspects of HRP and Evaluation HRP Practitioner: Meaning, Role. HRP Management Process Establish HRP Department Goals and Objectives, Planning for Needed Resources, Staffing the HRP Department, Issuing Orders, Resolving Conflicts. Power and Politics -Meaning and Types of Power • Tool to Enhance Organisational Productivity • Globalisation in HRP. • Aspects of HRP: Performance Management, Career Management, Multi Skill Development • Return on Investment in HRP- Meaning and Importance. • HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation. • Outsourcing and its Impact on HRP.	15
IV	Human Resource Information Systems • HRIS-Meaning, Features, Objectives, Benefits, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Limitations, Barriers in Effective Implementation of HRIS. • Data Information Needs for HR Manager – Contents and Usage of Data. • Security Issues in Human Resource Information Systems. • Trends in HRIS	15
	Total	60

References

1. Bhattacharya D.K, Human Resource Planning, Excel Books.
2. John Bramham, Human Resource Planning, University Press.
3. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
4. William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .
5. Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.
6. Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication.

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Programme Name: B, Com(Management Studies)		Semester: IV
Course Category: Minor		
Name of the Dept: B. Com (Management Studies)		
Course Title: Industrial Law – I		
Course Code: BML407		Course Level: 5
Course Credit: 04	: Total Time allocated : 60 Hrs	Total Marks: 100
Course Objectives: CO1: To understand the regulatory framework for ensuring health, safety, and welfare of workers in factories and to explore the provisions for compensating workers injured in the course of employment. CO2: To examine the social security provisions for employees in case of sickness, maternity, and employment injury. CO3: To understand the Employee Provident Funds and Miscellaneous Provisions Act, 1952, for promoting employee financial security. CO4: To understand the legal frameworks governing the timely payment of wages and the entitlement to gratuity for employees, ensuring fair compensation practices in the workplace.		
Course Outcomes: OC1: Students will be able to analyze compliance requirements and implement safety measures in industrial settings and will be equipped to assess claims and navigate the legal processes involved in workmen's compensation. OC2: Students will be able to evaluate the benefits and coverage under the ESI scheme and its implications for employers and employees. OC3: Students will be able to apply the Act's provisions to ensure compliance and enhance employee welfare. OC4: Students will be able to identify and resolve wage-related disputes while accurately calculating gratuity entitlements, ensuring compliance with both Acts in various employment scenarios.		
Course Overview: The course aims to help students understand the regulatory frameworks ensuring the health, safety, and welfare of workers, including compensation for work-related injuries. It covers social security provisions for employees, including sickness, maternity, and employment injury benefits, and the Employee Provident Funds Act to promote financial security. Students will also explore legal frameworks related to the timely payment of wages and gratuity entitlements. By the end, they will be equipped to analyze compliance, implement safety measures, navigate compensation processes, evaluate social security benefits, and resolve wage disputes effectively.		

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Unit No.	Content	Hours
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I	<i>The Factory Act, 1948</i> Introduction, Important Definitions - Section 2 (k) – Manufacturing Process, Section 2 (l) –Workers, Section 2 (m) – Factory, Health Measures, Safety Measures, Welfare Measures, Employment of Young Children, The Factories (Amendment) Bill, 2016. <i>The Workmen’s Compensation Act, 1923</i> Introduction, Important Definitions, Compensation, The Employee’s Compensation (Amendment) Act, 2017.	15
II	<i>Employees State Insurance Act, 1948</i> Introduction, Object, Applicability, non-Applicability, Definitions, Employee State Insurance Corporation, Standing Committee, Medical Benefit Council, ESI Contribution, ESI Benefits, Penalties and Damages.	15
III	<i>Miscellaneous Provision Act, 1952</i> Introduction, Object, Applicability, Definitions, Administrative Bodies, Employee Provident Fund Scheme, Determination of Moneys due from Employers, Penalties.	15
IV	Laws related to Compensation Management: <i>The Payment of Wages Act, 1936</i> Introduction, Definition, Responsibility of Payment of Wages, Fixation of Wages Periods, Time of Payment of Wages, Mode of Payment of Wages, Penalty for offenses. <i>The Payment of Gratuity Act, 1972</i> Introduction, Definitions, Rate of Gratuity, Forfeiture of Gratuity, Determination of the amount of Gratuity, Dispute as to Gratuity, Nomination, Penalties.	15
	Total Hours	60

References:

1. The Factories Act, 1948: A Commentary - V.K. Kharbanda.
2. Labour and Industrial Law - S.C. Srivastava
3. Labour Laws - Author: S.N. Mishra
4. Employees' State Insurance Act, 1948 - Author: S. K. Sinha
5. The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - R. K. Jain
6. Commentaries on Payment of Wages Act, 1936 - V.K. Kharbanda.
7. Practical Guide to Payment of Gratuity Act & Rules - H.L. Kumar
8. The Payment of Gratuity Act, 1972 - Lexis.

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Programme Name: B.Com (Management Studies)		Semester: IV
Course Category/Vertical: Open Elective		
Name of the Dept: B.Com (Management Studies)		
Course Title: Production and Total Quality Management		
Course Code:	BMT408	Course Level: 5
Type: Theory		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives(CO): (List the course objectives) Course Objectives: CO1: To provide an understanding of key concepts in production management, including manufacturing systems, plant layout, materials management, and inventory control techniques. CO2: To introduce Total Quality Management (TQM) principles, quality improvement strategies, and industry certifications to enhance productivity and product/service quality.		
Course Outcomes (OC): (List the course outcomes) OC1: Students will be able to apply production management techniques, such as inventory control and EOQ, to optimize manufacturing processes. OC2: Learners will understand and apply quality management practices, including TQM and Six Sigma, to improve organizational efficiency and product quality.		
Description the course: The course aims to provide an understanding of key concepts in production management, including manufacturing systems, plant layout, materials management, and inventory control techniques, while also introducing Total Quality Management (TQM) principles and quality improvement strategies. By the end of the course, students will be able to apply production management techniques like inventory control and EOQ to optimize processes, as well as implement quality management practices such as TQM and Six Sigma to enhance efficiency and product quality.		

Syllabus: NEP 2020 w.e.f 2025-26

Unit No.	Content	Hours
I	Production Management Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. Plant location & Plant layout–types of layout. Importance of purchase management. Materials Management: Concept, Objectives and importance of materials management Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.	15

II	Basics Of Productivity &TQM Concepts of Productivity, modes of calculating productivity, numerical on productivity. Importance Of Quality Management, TQM– concept and importance, Philosophies and Approaches to Quality: J. Juran , Kaizen , P. Crosby’s philosophy. Product & Service Quality Dimensions: Characteristics of Quality Quality Circles, Ishikawa Fish Bone. Quality Improvement Strategies & Certifications Lean Thinking, six Sigma features, ,ISO 9000,ISO 1400, Malcolm Baldrige National Quality Award(MBNQA), Deming’s Application Prize.	15
	Total Hours	30

References:

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, “Productivity Techniques”, Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House
7. John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann
8. David J. Sumanth, “Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time”, St. Lucie Press

Sheth T. J. Education Society's
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Programme Name: B.Com (Management Studies)	Semester: IV
Course Category/Vertical: Open Elective	
Name of the Dept: Science and Technology	
Course Title: Data Analysis with Excel	
Course Code: BMD 408	Course Level: 5
Type: Practical	
Course Credit: 2 credits (1 credit = 30 Hours for Theory in a semester)	
Hours Allotted:30 Hours	
Marks Allotted: 50 Marks	
Course Objectives(CO): (List the course objectives) CO 1: To familiarize students with the basic functionalities of Excel and the essential tools for performing data analysis, including data manipulation, visualization, and basic statistical techniques. CO 2: To equip students with advanced Excel tools and techniques for deeper data analysis, including pivot tables, advanced functions, and more sophisticated data visualizations.	
Course Outcomes (OC): (List the course outcomes) OC 1: Students will be able to navigate the Excel interface, perform basic data entry and management tasks, apply fundamental statistical techniques (like mean, median, and standard deviation), and create simple charts and data visualizations to analyze and present data effectively. OC 2: Students will be proficient in using advanced Excel functions (e.g., VLOOKUP, INDEX, MATCH), building and customizing pivot tables and pivot charts, creating interactive dashboards.	
Description of the course: (Including but not limited to) This course on Data Analysis with Excel is designed to equip students with essential skills for performing data analysis using Excel, ranging from basic to advanced techniques. The first module focuses on the fundamental tools in Excel, including data entry, basic statistical functions, and simple data visualizations like charts and graphs. Students will learn how to manage data effectively, use functions like SUM and AVERAGE, and understand basic descriptive statistics. The second module introduces more advanced techniques, including advanced Excel functions like VLOOKUP and INDEX, as well as the creation of pivot tables and charts for deeper data analysis.	
Syllabus: NEP 2020 w.e.f 2025-26	

Unit No.	Content	Hours
I	Module I: Introduction to Excel and Basic Data Analysis • Introduction to Excel • Overview of Excel interface • Basic functions (SUM, AVERAGE, COUNT, etc.) • Formatting cells, rows, and columns • Data Entry and Management 1.1 Data types, importing/exporting data 1.2 Sorting and filtering data 1.3 Using tables and ranges • Basic Statistical Functions 1.1 Mean, median, mode, variance, standard deviation 1.2 Basic descriptive statistics	15

	• Data Visualization 1.1 Creating and customizing charts (bar, line, pie charts) 1.2 Introduction to conditional formatting 1.3 Creating dashboards for data visualization	
II	Module II: Advanced Data Analysis Techniques in Excel • Advanced Excel Functions 2.1 Lookup functions (VLOOKUP, HLOOKUP, INDEX, MATCH) 2.2 Nested functions and array formulas 2.3 IF, COUNTIF, SUMIF, and other conditional formulas • Pivot Tables and Pivot Charts 2.1 Creating and customizing pivot tables 2.2 Analyzing large datasets with pivot charts 2.3 Grouping data in pivot tables • Advanced Data Visualization 2.1 Using advanced chart types (scatter plot, histograms, etc.) 2.2 Creating interactive dashboards with slicers 2.3 Using sparklines for data trends	15
	Total Hours	30

References:

1. Walkenbach, John. Excel 2019 Bible, Wiley.
2. Harvey, Greg. Excel for Dummies (Excel 2021 or latest edition), Wiley.
3. Simon, Jinjer L. Excel Data Analysis: Your visual blueprint for analyzing data, charts, and PivotTables, Wiley.
4. McFedries, Paul. Microsoft Excel Data Analysis and Business Modeling, Microsoft Press.
5. Murdick, Robert G., & Ross, J. W. Information Systems for Managers: With Excel Applications, Pearson. G., & Ross, J. W. Information Systems for Managers: With Excel Applications, Pearson.

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Programme Name: B Com(Management Studies)		Semester: IV
Course Category/Vertical: Open Elective		
Name of the Dept: Sociology		
Course Title: Understanding Corporate Social Responsibility		
Course Code: BMU 408	Course Level: 5	
Type: Theory / Practical		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives (CO): (List the course objectives) CO 1. Understand the Concept of Corporate Social Responsibility. CO 2. Explore the Role of Businesses in Social Development.		
Course Outcomes (OC): (List the course outcomes) CO 1. Students can Demonstrate a clear understanding of the meaning, definition, and importance of Corporate Social Responsibility. OC 2. Analyze how companies contribute to education, healthcare, rural development, and community welfare.		
Description the course: (Including but not limited to)	This course introduces students to Corporate Social Responsibility (CSR), its importance in business, and its impact on society. It covers ethical business practices, environmental sustainability, stakeholder engagement, and CSR policies in India and globally. It examines historical and contemporary transformations in work, the role of organizations, power dynamics, identity formation, and the impact of globalization and technology on the workplace. Students will engage with sociological theories and case studies to critically analyze corporate structures, labor markets, and workplace relationships.	

Syllabus: NEP 2020 w.e.f 2025-26

Unit No.	Content	Hours
I	UNIT I: Corporate Social Responsibility A. Meaning, Definition, and Importance of CSR B. Environmental Sustainability and CSR C. Traditional vs. Modern CSR Approaches	15
II		15

	UNIT II: CSR and Business Responsibility	
	A. Contribution of businesses and Role of businesses in implementing CSR B. Business benefits of CSR (reputation, brand loyalty, employee engagement) C. Challenges in implementing CSR	
	Total Hours	30

References:

1. Carroll, Archie B.
Title: Corporate Social Responsibility: Evolution of a Definitional Construct
Journal: Business & Society
Publisher: Sage Publications
Publication Year: 1999
Summary: Offers foundational definitions and the four-part CSR model (economic, legal, ethical, philanthropic).
2. Kotler, Philip & Nancy Lee
Title: Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause
Publisher: John Wiley & Sons
Publication Year: 2005.
3. Porter, Michael E. & Kramer, Mark R.
Title: Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility
Journal: Harvard Business Review
Publisher: Harvard Business Publishing
Publication Year: 2006
4. Bhattacharya, C.B.; Sankar Sen; Daniel Korschun
Title: Leveraging Corporate Social Responsibility: The Stakeholder Route to Business and Social Value
Publisher: Cambridge University Press
Publication Year: 2011
5. Werther, William B. & Chandler, David
Title: Strategic Corporate Social Responsibility: Stakeholders in a Global Environment
Publisher: Sage Publications Publication Year: 2011

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Programme Name: B.Com (Management Studies)		Semester: IV
Course Category/Vertical: Skill Enhancement Course		
Name of the Dept: B.Com (Management Studies)		
Course Title: Basics of Strategic Management		
Course Code:	BMB409	Course Level:5
Type: Theory		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives(CO): (List the course objectives) CO1: To make learners aware about basic concepts of strategic management and familiarize them with various levels of strategies CO2: To introduce the learners with the various models of strategy-making and various methods of strategy implementation		
Course Outcomes (OC): (List the course outcomes) OC1 : The learners would gain insights to the importance of strategic management in organization along with various levels of strategies. OC2 : Understand the importance of strategic models and its implementation at various levels		
Description the course: (Including but not limited to) The course introduces the learners to the basic concepts of Strategic management and various levels of strategies existing in the organization. They would gain insights to model making, methods of choosing strategies and implementation of strategies at various levels in the organization.		

Syllabus: NEP 2020 w.e.f 2025-26

Unit No.	Content	Hours
I	<i>Introduction to Strategic Management</i> Strategy : Meaning and Importance Strategic Management: Meaning, Definition and Importance Strategic Business Unit (SBU): Meaning and Importance Strategic Intent- Mission, Vision, Goals, Objective, Plans Levels of Strategy: • Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) • Business Level Strategy(Cost Leadership, Differentiation, Focus) • Functional Level Strategy(R&D, HR, Finance, Marketing, Production)	15

II	<i>Strategic Implementation and Evaluation</i> Strategic implementation : • Models of Strategy making. • Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9Cell, Porter's Forces, 7S Frame Work • Implementation: Meaning, Steps in implementation at Project, Procedural requirements Strategy Evaluation: Meaning, Steps of Evaluation & Techniques of Control	15
	Total Hours	30

References –

1. *"Strategic Management: Concepts and Cases"* by Fred R. David Michael Vaz – Manan Prakashan
2. *"Strategic Management and Competitive Advantage: Concepts and Cases"* by Jay B. Barney and William S. Hesterly
3. *"Competitive Strategy: Techniques for Analyzing Industries and Competitors"* by Michael E. Porter
4. Michael Vaz – Manan Prakashan
5. Kale – Vipul Publication

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Programme Name: B.Com (Management Studies)		Semester: IV
Course Category/Vertical: Skill Enhancement Course		
Name of the Dept: Commerce & Management		
Course Title: Overview of Insurance Sector		
Course Code:	BMO 409	Course Level: 5
Type: Theory		
Course Credit: 2 credits (1 credit = 30 Hours for Theory in a semester)		
Hours Allotted:30 Hours		
Marks Allotted: 50 Marks		
Course Objectives(CO): (List the course objectives) CO 1: To provide students with a detailed understanding of the life insurance and health insurance sectors, including the principles, products, policies, and risk management strategies involved in both types of insurance. CO 2: To familiarize students with the principles, products, and risk management strategies involved in home, motor, and fire insurance, focusing on policy structures, risk premium determinants, and the impact of external factors like catastrophes.		
Course Outcomes (OC): (List the course outcomes) OC 1: Students will be able to explain the components, principles, and products of life and health insurance, identify different types of life insurance plans (traditional and non-traditional), and understand the regulatory framework and determinants of risk premium in both sectors, including health insurance products like critical illness and microinsurance. OC 2: Students will be able to describe the different types of home, motor, and fire insurance products, understand the procedures for policy issuance, and analyze the inclusions, exclusions, and risk premium determinants in each type of insurance.		
Description of the course: (Including but not limited to) This course provides a comprehensive overview of the insurance sector, covering both life and general insurance. It delves into life insurance, including the components, risk management principles, and various life insurance products such as term plans, whole life insurance, and endowment assurance. The module also explores health insurance, highlighting key aspects like IRDA regulations, risk determinants, and specialized products like critical illness and microinsurance. Further, the course covers general insurance, focusing on home, motor, and fire insurance, detailing policy structures, inclusions and exclusions, risk premium determinants, and the impact of catastrophes. The curriculum also introduces students to regulatory frameworks, procedures, and practical aspects of insurance products, enabling a thorough understanding of the industry.		
Syllabus: NEP 2020 w.e.f 2025-26		

Unit No.	Content	Hours
I	I Module I: Life Insurance and Health Insurance 1.1 Life Insurance Business – Components, Human Life Value Approach, Mutuality, Principle of Risk Pooling, Life Insurance Contract, Determinants of Risk Premium 1.2 Products of LIC – Introduction of life insurance plans - Traditional Life Insurance Plans – Term Plans, Whole Life Insurance, Endowment Assurance, Dividend Method of Profit Participation Purpose of plans , Riders in plan - Introduction, Forms and procedures 1.3 Non Traditional Life Insurance Products	15

	Health Insurance 1.1 Meaning, IRDA Regulations, determinants of Health Insurance, 1.2 Health Insurance Market in India and determinants of Risk Premium 1.3 Introduction and Forms and Procedures of Hospitalization, 1.4 Indemnity Products, Top up covers, cashless insurance, 1.5 Senior citizen plans, Critical illness plans 1.6 Micro Insurance.	
II	Module II: Home, Motor and Fire Insurance 2.1 Home Insurance: Introduction, Forms and Procedures, Inclusions and Exclusions in policies, Determinants of Risk Premium and Impact of Catastrophes on Home Insurance. 2.2 Vehicle Insurance: Introduction, Forms and Procedures, Determinants of Risk Premium, Inclusions and Exclusions. 2.3 Fire Insurance: Introduction, Forms and Procedures, Standard Fire and Special Perils Policy, Tariff system and special policies.	15
	Total Hours	30

References:

1. Mishra, M. N. *Insurance Principles and Practice*, S. Chand & Co.
2. Black, K., & Skipper, H. D. *Life and Health Insurance*, Pearson Education.
3. Reddy, D. N., & Gopal, V. *Insurance and Risk Management*, Himalaya Publishing House.
4. Kothari, C. R. *Principles of Insurance Management*, Vikas Publishing House.

Trieschmann, J. S., & Kim, H. S. *Principles of Risk Management and Insurance*, Pearson.

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Programme Name: B. Com (Management Studies)	Semester:IV
Course Category: CC	
Name of the Department: Sociology	
Course Title: NSS :National Integration and Communal Harmony	
Course Code: BMN 412	Course Level: 5
Type: Theory / Practical	
Course Credit: 2 credits (1 credit = 15 Hours for Theory or 30 Hours of Practical work in a semester)	
Hours Allotted: 30 Hours	
Marks Allotted: 50 Marks	
Course Objectives: 1. To develop an understanding of the significance of National Integration and Communal Harmony. 2. To enable students to appreciate the role of youth in fostering unity and peace in society.	
Course Outcomes: 1. Understand the principles of National Integration and Communal Harmony. 2. Develop leadership and teamwork skills through NSS activities focused on unity and peace.	
Introduction: National Integration and Communal Harmony are essential for a diverse country like India. This course introduces students to the importance of unity in diversity and the role of NSS in promoting peace, social justice, and inclusive development. Students will engage in activities and discussions to strengthen their commitment to harmony and national unity. Relevance and Usefulness: Given the challenges of communal tensions and social divisions, fostering National Integration is crucial. This course empowers students with the knowledge and skills to actively participate in building a more inclusive and peaceful society. Interest and Connection with Other Courses: This course complements subjects such as Sociology, Political Science, and Social Work, reinforcing the importance of civic responsibility, human rights, and peacebuilding in a democratic society.	

Syllabus: NEP 2020 w.e.f 2025-26

Unit No.	Content	Hours
I	UNIT I: Concept and Importance of National Integration and Communal Harmony A. Meaning and Significance of National Integration	15

	B. Factors Affecting National Integration in India C. Challenges to Communal Harmony	
II	UNIT II: Role of NSS in Promoting National Integration and Communal Harmony A. NSS and Its Role in Community Development B. Social Service as a Tool for Unity C. Case Studies of Successful NSS Interventions for National Integration	15
	Total Hours	30

References:

1. National Service Scheme Manual (Revised) 2006, Government of India, Ministry of Youth Affairs and Sports, New Delhi.
2. University of Mumbai National Service Scheme Manual 2009.
3. <http://nss.nic.in>
4. <https://www.rccmindore.com/wp-content/uploads/2023/04/NSS-Notes-II.pdf>

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Programme Name: B.Com. (Management Studies)		Semester: IV
Course Category/Vertical: Co-Curricular (CC)		
Name of the Dept: Psychology		
Course Title: Yoga		
Course Code: BMY412		Course Level: 5
Type: Theory / Practical		
Course Credit: 2 credits		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Learning Objectives: 1. To impart to the students the knowledge of teachings and philosophy of yoga tradition. 2. To provide the knowledge of various Yoga therapy practices like asana (posture), pranayama (voluntarily regulated breathing techniques).		
Course Outcomes (CO): OC 1. Students will be able to understand the basic principles and applications of Yoga. OC 2. Students will be able to use the Practical knowledge in their day to day life.		
Description the course: (Including but not limited to)		Yoga practices will be important for the upcoming lifestyle hence students can seek a career in the same. Students will understand the importance of yoga in life. Students will be having practical exposure. Hence, practicing yoga will help students to maintain their health.

Syllabus: NEP 2020 w.e.f 2025-26

Unit No.	Content	Hours
I	Theory of Yoga A) Yogic Sanchalan (Yogic Movements), Kapalbhati (Cleansing Breath Technique), Suryanamaskar (Sun Salutation) B) Anulom-Vilom (Alternate Nostril Breathing), Dirgha Shwasan (Deep Breathing), Bhramari (Humming Bee Breath)	15
II	Practical	15

	A) Vajrasana (Thunderbolt Pose), Paschimottanasana (Seated Forward Bend), Parivritta Janushirasana (Revolved Head-to-Knee Pose), Vakrasana (Twisting Pose), Marjarasana (Cat Pose), Naukasana (Boat Pose) B) Shalabhasana (Locust Pose), Dronasana (Warrior Boat Pose), Pavanmuktasana (Wind-Relieving Pose), Bramha Mudra (Sacred Gesture for Neck Strength), Utthita Dwipadasana (Raised Two-Leg Pose), Netra Sanchalan - 1 (Eye Movement Exercise - 1), Netra Sanchalan - 2 (Eye Movement Exercise - 2)	
	Total Hours	30

References:

1. G. V Kadam - Yoga Life Sutra, Girish Vasant Kadam (2012)
2. ajayoga - Swami Vivekananda - Ramakrishna Ashrama Publications
3. C.D. Sharma: Critical Survey of Indian Philosophy, Motilal Banarsidass Publications 2003

Examination Pattern

Credit	Theory	Internal	Total
4 credit	60 M	40 M	100 M
2 credit	30 M	20 M	50 M