Re-Accredited 'B++' 2.86 CGPA by NAAC
VEER NARMAD SOUTH GUJARAT UNIVERSITY
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વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી
યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલ્લા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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–: પરિપત્ર :–

વાણિજ્ય વિદ્યાશાખા હેઠળની તમામ MMS પ્રોગ્રામ ચલાવતી કોલેજોનાં આચાર્યશ્રીઓને જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૪–૨૫ થી અમલમાં આવનાર Master of Management Studies (MMS) Sem.-4 ના અભ્યાસક્રમ સંદર્ભે બિઝનેશ એન્ડ મેનેજમેન્ટ સ્ટડીઝ વિષયની અભ્યાસ સમિતિની તા.૨૮/૦૧/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંકઃ૦૩ થી કરેલ ભલામણ મેનેજમેન્ટ વિદ્યાશાખાના અધ્યક્ષશ્રીએ વિદ્યાશાખાવતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ એકેડેમિક કાઉન્સિલની તા.૧૧/૦૨/૨૦૨૫ ની સભાનાં ઠરાવ ક્રમાંકઃ૫૩ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિઝનેશ એન્ડ મેનેજમેન્ટ સ્ટડીઝ વિષયની અભ્યાસ સમિતિની તા.૨૮/૦૧/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંકઃ૦૩

:: આથી ઠરાવવામાં આવે છે કે, શૈક્ષણિક વર્ષ ૨૦૨૪–૨૫ થી અમલમાં આવનાર Master of Management Studies(MMS) Sem.-4 નો આ સાથે સામેલ અભ્યાસક્રમ મંજૂર કરવા મેનેજમેન્ટ વિદ્યાશાખાને ભલામણ કરવામાં આવે છે.

એકેડેમિક કાઉન્સિલની તા.૧૧/૦૨/૨૦૨૫ ની સભાનાં ઠરાવ ક્રમાંકઃ૫૩

:: આથી ઠરાવવામાં આવે છે કે, શૈક્ષણિક વર્ષ ૨૦૨૪–૨૫ થી અમલમાં આવનાર Master of Management Studies (MMS) Sem.-4 ના અભ્યાસક્રમ સંદર્ભે બિઝનેશ એન્ડ મેનેજમેન્ટ સ્ટડીઝ વિષયની અભ્યાસ સમિતિની તા.૨૮/૦૧/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંકઃ૦૩ થી નીચે મુજબ કરેલ ભલામણ મેનેજમેન્ટ વિદ્યાશાખાના અધ્યક્ષશ્રીએ વિદ્યાશાખાવતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ સ્વીકારી મંજૂર કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

ક્રમાંકઃઓથો./પરિપત્ર/MMS/૪૧ ૬૨/૨૦૨૫

તા.૧૫–૦૨–૨૦૨૫

કુલસચિવ

પ્રતિ,

૧) વાણિજ્ય વિદ્યાશાખા હેઠળની MMS પ્રોગ્રામ ચલાવતી કોલેજોનાં આચાર્યશ્રીઓ.
.....આપશ્રીની કોલેજ સંબંધિત શિક્ષકોને જાણ કરી અમલ કરવા સારૂ.

૨) ડીનશ્રી, મેનેજમેન્ટ વિદ્યાશાખા.

૩) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
.....તરફ જાણ તેમજ અમલ સારૂ.

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MATER OF MANAGEMENT STUDIES (MMS) PROGRAM

VNSGU

VEER NARMAD SOUTH GUJARAT UNIVERSITY

SECOND YEAR MMS (SEMESTER 4)

PROGRAM OUTCOMES, PROGRAM SPECIFIC OUTCOMES AND SYLLABUS

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (SEMESTER 4)

TEACHING & EVALUATION SCHEME

Course Code	Course Category	Course Title	Teaching Hours		Exam Duration		Credit		Internal Marks		External Marks		Total	
			TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
Core Compulsory Courses														
CC401	Compulsory Course	Strategic Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
CC402	Compulsory Course	Information Technology Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
CC403	Compulsory Course	Capstone Project	8 Hrs.	0	VIVA		8	0	VIVA		VIVA		200	0
Marketing Specialisation														
MS4	Major Specialisation	Global Marketing Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
MS5	Major Specialisation	Advanced Marketing Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
ME3	Minor Elective	Media Planning & Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
ME4	Minor Elective	Customer Relationship Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
Finance Specialisation														
FS4	Major Specialisation	Financial Markets and Institutions	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0

FS5	Major Specialisation	Financial Regulations	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
FE3	Minor Elective	Investment Banking	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
FE4	Minor Elective	Financial Modelling	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
Human Resource Management (HRM) Specialisation														
HS4	Major Specialisation	HR Planning & Applications of Technology in HR	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
HS5	Major Specialisation	Global HRM	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
HE3	Minor Elective	Organisational Structure Theory and Design	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
HE4	Minor Elective	HR Audit	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
Systems Specialisation														
SS4	Major Specialisation	Cloud Computing	4 Hrs.	0	3 Hrs.	0	3	1	20	10	50	20	70	30
SS5	Major Specialisation	Cyber Laws and Managing Enterprise IT Risk	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
SE3	Minor Elective	Digital Business	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0
SE4	Minor Elective	Software Project Management	4 Hrs.	0	3 Hrs.	0	4	0	30	0	70	0	100	0

- MS= Marketing Specialisation, FS=Finance Specialisation, HS= HRM Specialisation, SS=Systems Specialisation, ME= Marketing Electives, FE= Finance Electives, HE=HRM Electives, SE=Systems Electives
- *Note: Marksheet Title is same as Subject Title*

Veer Narmad South Gujarat University, Surat
Master of Management Studies (MMS) Program

Program Outcomes (POs)

PO1: The Program will develop learners in critical thinking and strategic decision-making skills to analyze complex business environments and formulate data-driven solutions.

PO2: The Program will prepare learners to exhibit leadership qualities and effectively manage teams, demonstrating communication, negotiation, and conflict resolution skills in dynamic business settings.

PO3: Learners will be able to apply ethical principles and corporate governance standards, integrating sustainability and social responsibility into business decision-making.

PO4: Learners will be able to adapt to emerging technologies, digital transformation, and global business trends while leveraging innovative solutions for competitive advantage.

PO5: Program will facilitate students to conduct independent research, apply quantitative and qualitative techniques, and generate insights for business problem-solving, with a focus on practical application.

PO6: Learners shall be able to foster innovation, risk-taking, and business acumen to conceptualize, launch, and scale sustainable startups, leveraging market opportunities and resource optimization.

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Program

Program Specific Outcomes (PSOs)

PSO1: Learners shall be able to design and implement innovative marketing strategies based on consumer behavior, market research, and branding principles.

PSO2: Program shall help learners to utilize digital marketing tools, social media analytics, and data-driven decision-making to enhance brand engagement and customer acquisition.

PSO3: Program shall develop expertise among learners in financial analysis, investment planning, valuation techniques & optimize capital structure and risk mitigation strategies for corporate and personal finance decision-making.

PSO4: Program shall help learners develop innovative business ideas, create scalable startup models, and secure funding through venture capital, government initiatives, or other sources while ensuring long-term sustainability through ethical and socially responsible business practices.

PSO5: Program shall help learners develop and implement HR strategies for talent management, employee engagement, and competency development while leveraging HR analytics and behavioral insights to enhance workforce productivity, leadership development, and change management.

PSO6: Learners shall be able to demonstrate ethical decision-making, corporate social responsibility (CSR), and compliance with legal and regulatory frameworks in business operations.

PSO7: Program shall help learners leverage information systems, data analytics, and enterprise resource planning (ERP) tools for process automation and business transformation.

Mapping of POs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
PO1							
PO2							
PO3							
PO4							
PO5							
PO6							

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

CC401: Strategic Management

(With Effect from A.Y. 2024-25)

Course Code:	CC401
Course Title:	Strategic Management
Credit:	4
Specialisation:	Compulsory
Specialisation Type:	Compulsory
Teaching Per Week:	4
Course Objective:	To equip learners with a comprehensive understanding of strategic management concepts, tools, and frameworks to analyze business environments, formulate effective strategies, and ensure successful implementation and control for achieving sustainable competitive advantage.
Course Outcomes:	CO1: The learners shall be able to understand the fundamental concepts of strategic management, including strategy, policy, tactics, and the strategic management process, to understand their role in business success.
	CO2: Course will make learners able to analyze external and industry environments using PEST and Porter's Five Forces Model to identify key success factors and driving forces influencing strategic decisions.
	CO3: Course will help learners conduct organizational appraisal using SWOT analysis, value chain analysis, and functional approaches to assess core competencies, competitive advantages, and strategic positioning.
	CO4: The learners shall be able to differentiate between various grand strategies such as stability, growth, retrenchment, and combination, and evaluate their suitability in different business scenarios.
	CO5: Course will make learners able to assess corporate portfolio strategies using tools like BCG Matrix, GE Matrix, SPACE Matrix, and corporate parenting analysis to make informed strategic choices.
	CO6: Course will help learners apply strategic implementation frameworks like McKinsey's 7S model to ensure effective execution, evaluation, and control of business strategies. .

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	■		■				■
CO2		■		■	■		
CO3				■		■	
CO4	■	■					■
CO5			■	■	■		
CO6				■		■	

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Strategic Management**	10%	04
	• Conceptual Understanding of Strategy, Policy, Tactics		
	• Tactics, Strategic Management - Definition		
	• SBU Strategic Management Process		
	• Strategic Intent, Vision, Mission, Goals and Objectives		
2	**Environmental Analysis**	20%	08
	• External and Industry Environmental Analysis using PEST		
	• Porter's Five-Force Model		
	• Understanding concepts such as Key Success Factors; Driving Forces		
	Organisational Appraisal		
	• Concept, Role and Process Approaches for organizational analysis: Value chain approach, SWOT Analysis		
	Functional Approach		
	• Conceptual Understanding of Core competence, Distinctive Competence and Competitive Advantage, OCP, CAP, ETOP		
3	**Grand Strategies**	15%	06
	• Stability, Growth, Retrenchment and Combination		
	• Business level Strategies (Cost Leadership, Differentiation and Focus) (When and Why to pursue?)		
4	**Choice of Strategy**	25%	12
	• Concept and Process, Focusing on Strategic Alternatives		
	• Evaluation of Strategic Alternatives (Corporate Portfolio Analysis: BCG, GE, SPACE, Product Market Evolution Matrix, Directional Policy Matrix; Corporate Parenting Analysis, Profit Impact of Market Strategy)		
5	**Strategic Implementation and Evaluation & Control**	30%	15
	• Strategic Implementation Concept, McKinsey's 7S Framework, Interdependence of Strategic Formulation and Implementation		

	• Strategy Activation, Project Implementation and Procedural Implementation, Structural Implementation, Behavioural Implementation, Functional Implementation		
	• Strategic Evaluation & Control, Process, Evaluation and Control Criteria		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Strategic Management	L.M. Prasad,	Sultan Chand &Sons
2	Strategic Management and Business Policy	Azhar Kazmi,	McGraw Hill
3	Strategic Management: Text and Cases	VSP Rao & Krishna	Excel Group
4	Strategic Management - Text and Cases	Dess, Gregory, G.	McGraw Hill / Irwin Lumpkin, G.T. Taylor, Marilyn, L

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

CC402: Information Technology Management

(With Effect from A.Y. 2024-25)

Course Code:	CC402
Course Title:	Information Technology Management
Credit:	4
Specialisation:	Compulsory
Specialisation Type:	Compulsory
Teaching Per Week:	4 Hours
Course Objective:	• Provide an overview of how IT supports business functions and decision-making. • Highlight the impact of these technologies on business operations and innovation. • Explain the role of big data analytics in decision-making and business strategy. • Teach resource allocation, scheduling, and cost management techniques in IT projects. • Introduce cyber security fundamentals and risk management principles for managers.
Course Outcomes:	CO1: Understand the role and impact of IT in modern business management. CO2: Analyze how information systems support business processes, decision-making, and competitive strategies. CO3: Develop skills in data management, cyber security, and IT project management. CO4: Explore emerging IT trends and assess their potential for business innovation. CO5: Utilize big data analytics for business decision-making. CO6: Analyze real-world case studies to understand factors leading to IT project success or failure.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	■	■	■				
CO2				■			
CO3							
CO4				■		■	
CO5	■						
CO6						■	

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Information Technology and Management**	20%	9
	• Overview of IT in business and management		
	• Strategic role of IT in organizations		
	• IT as a source of competitive advantage		
	• Challenges and risks in IT management		
2	**IT Infrastructure and Emerging Technologies**	20%	9
	• Components of IT infrastructure (hardware, software, networking, cloud computing)		
	• Data storage and management systems		
	• Internet of Things (IoT), Artificial Intelligence (AI), and Machine Learning (ML)		
	• Blockchain and its applications in management		
3	**Data Management and Business Intelligence**	20%	9
	• Database management systems (DBMS) and data warehousing		
	• Big data analytics and its role in decision-making		
	• Data visualization tools and techniques		
	• Business Intelligence (BI) systems and reporting		
4	**Project Management and Development**	20%	9
	• Phases of IT project lifecycle		
	• Agile and Waterfall methodologies in IT project management		
	• Resource allocation, scheduling, and cost management in IT projects		
	• Case studies on successful and failed IT projects		
5	**Cyber Security and Risk Management**	20%	9
	• Cyber security fundamentals for managers		
	• Managing risks related to data breaches, system failures, and cyber attacks		
	• Regulatory and ethical considerations (GDPR, data privacy, etc.)		
	• Disaster recovery and business continuity planning		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	**Information Systems for Business and Beyond**	David Bourgeois	OpenStax

2	**Management Information Systems: Managing the Digital Firm**	Kenneth C. Laudon and Jane P. Laudon.	Pearson
3	**IT Strategy: Issues and Practices**	James D. McKeen and Heather A. Smith	Pearson

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

MS4: Global Marketing Management

(With Effect from A.Y. 2024-25)

Course Code:	MS4
Course Title:	Global Marketing Management
Credit:	4
Specialisation:	Marketing
Specialisation Type:	Marketing Major Specialization
Teaching Per Week:	4
Course Objective:	Aim of this course is to equip students with a comprehensive understanding of global marketing by exploring key concepts such as market entry strategies, international market research, global branding, promotional challenges, and channel management.
Course Outcomes:	CO1: Learners will be able to Analyze Market Entry Strategies
	CO2: Learners Learn Conduct International Market Research
	CO3: Learners will be able to Manage International Distribution Channels
	CO4: Learners will be able to Develop Global Branding Strategies
	CO5: Learners learn to Recognize challenges in translating promotional content and avoid common blunders.
	CO6: Learners will be able to Identify key factors responsible for globalization and predict future trends.

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1	▓			▓			
	CO2	▓	▓					▓
	CO3	▓	▓				▓	▓
	CO4	▓	▓			-		
	CO5	▓	▓					
	CO6	▓	▓				▓	▓

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction and Overview**	10%	4
	• Definition of global marketing		
	• Scope of global marketing		
	• Differences between:		
	o Domestic marketing		
	o International marketing		

		o Global marketing		
		• Factors responsible for globalization		
		• Future of global marketing		
2	**Market Entry Strategies**		20%	10
	• Types of market entry strategies			
	• Determinants of entry:			
		o Consumer behavior		
		o Demographics		
	• Country of origin effect			
	• National brand preferences			
	• Free trade agreements with other countries			
	• Legal and regulatory barriers			
3	**International Market Research**		20%	10
	• Primary and secondary research			
	• Issues in field studies			
	• Quality and availability of data			
	• Challenges and limitations of international market research			
4	**Global Branding**		20%	7
	• Kotler and Keller's "10 Commandments of Global Branding"			
	• Consistency of brand cultures			
	• Role of different stakeholders in branding: Popular culture, Company, Consumers, Influencers			
5	**Promotions**		15%	7
	• Legal and cultural issues in promotions across borders			
	• Challenges in translation for foreign markets			
	• Examples of promotional blunders			
6	**Channel Management**		15%	7
	• Complexity in product distribution methods			
	• Addressing distribution issues			
	• Omni-channel strategies			
	• Cultural factors affecting channel choices			
	• Managing conflicts and resolution strategies			

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Global Marketing	Warren J. Keegan, Mark C. Green	Pearson
2	International Marketing	Vern Terpstra, James Foley	Naper publishing group
3	Global Marketing Management	Masaki Kotabe	Wiley

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

MS5: Advanced Marketing Management

(With Effect from A.Y. 2024-25)

Course Code:	MS5
Course Title:	Advanced Marketing Management
Credit:	04
Specialisation:	Marketing
Specialisation Type:	Major Specialisation
Teaching Per Week:	04
Course Objective:	The objective of studying advanced marketing management is to gain a deep understanding of complex marketing strategies, enabling individuals to develop and execute campaigns, manage brands effectively, and lead marketing teams in dynamic market environments, often by leveraging data-driven insights and adapting to evolving consumer behaviors and technologies.
Course Outcomes:	**CO1:** To gain insight about concept and importance of Advertising and Integrated marketing communication
	CO2: To gain a comprehensive understanding of how to effectively market intangible services, focusing on building customer satisfaction, trust, and loyalty through strategies that address the unique characteristics of services.
	CO3: To equip with the knowledge and skills necessary to effectively develop and execute marketing strategies across different global markets, considering various environments, ultimately aiming to establish a strong global brand presence and achieve successful market penetration internationally.
	CO4: The course will make learners to have comprehensive understanding of how to effectively communicate a brand's message to a target audience, aiming to increase brand awareness, generate consumer interest, persuade potential customers to take action, and ultimately drive sales by utilizing various advertising channels and strategies.
	CO5: The course aims to equip students with the ability to identify, analyze, and critically evaluate emerging trends and challenges in the marketing landscape, including digital transformation, sustainability, ethical considerations, and evolving consumer behaviors,
	CO6: The course will make learners to gain the ability to design and execute comprehensive online marketing campaigns across various digital channels, including social media, search engines, email, and websites, to effectively reach target audiences, generate leads, increase brand awareness, and ultimately achieve business objectives.

		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
Mapping of PSO with CO:	CO1	■	■					
	CO2	■	■					
	CO3							
	CO4	■	■				■	
	CO5							
	CO6							

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction and Role of Integrated marketing Communication** • Nature and Role of IMC, • Promotional mix: The tools of IMC, IMC Planning process, • Role of Advertising and promotion in IMC, • Types of Advertising appeals • Role of Ad agencies in Advertising	25%	10
2	**Services Marketing** • Introduction to service industry • Consumer behaviour in services: Search, experience, and credence properties • 7 Ps of Service marketing mix: Product, price, place, promotion, people, process, physical evidence	30%	12
3	**Contemporary issues in marketing** • Social marketing, • Relationship marketing • Consumer protection, • Green marketing • International marketing: 4 Ps of International marketing • Understanding international marketing environment	30%	12
4	**Digital marketing strategies-I** • Types of digital marketing strategies • Developing digital marketing strategy, • Digital marketing mix	8%	06
5	**Digital marketing strategies-II** • Emerging channels in digital marketing • Issues in digital marketing	7%	05

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Advertising and Sales promotion	George E Belch, Michael A Belch, Keyoor Purani	Tata McGraw Hill
2	International marketing: Texts and cases	Franscis Cherunilam	Himalaya Publishing house
3	Digital marketing: Strategy, implementation, and practice	Chaffey. D& Ellis-chadwick. F	Pearson Education
4	Digital marketing	Gupta.S	Tata McGraw Hill
5	Service Marketing	Zeithmal, Bitner, Gremler and Pandit	Tata McGraw Hill
6	Services marketing: A south Asian perspective	Christopher Lovelock, Jochen wirtz, Jayanta Chaterjee	Pearson Education

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

ME3: Media Planning & Management

(With Effect from A.Y. 2024-25)

Course Code:	ME3
Course Title:	Media Planning & Management
Credit:	4
Specialisation:	Marketing
Specialisation Type:	Minor Elective
Teaching Per Week:	4
Course Objective:	To understand the utilization of various fundamental attributes of different form of media, how to optimize it and utilize the advertising budget.
Course Outcomes:	CO1: Leaners shall be able to understand the concepts of media planning & management.
	CO2: Learner shall be able to know the applications of Media Research and Media Mix.
	CO3: Course will enable learners to develop media strategies and budget planning.
	CO4: Course shall make learners Master in Media Buying and Scheduling
	CO5: Learners shall be able to measure Media Effectiveness.
	CO6: Learners shall be able to learn practical implementation and industry trends

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	■					■	
CO2	■	■					■
CO3	■	■		■			■
CO4	■	■		■			■
CO5		■					■
CO6	■	■		■		■	■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Media and Media Planning:** Definition and Characteristics of Media, Definition of Media Planning, Extent of Media Planning, Components of Media Planning, Significance of Media in Business, Stages of the Media Planning Process, Influence of Marketing Objectives	20%	10

	on Media Planning, Determinants of Media Planning Choices, Significance and Function of Media in Consumer Purchase Decisions, Responsibilities of a Media Planner, Obstacles in Media Planning.		
	Media Research: The significance, function, and value of media research can be understood through various sources, including the Audit Bureau of Circulation, press audits, the National Readership Survey (IRS), the Businessmen's Readership Survey, and others.		
2	**Media Mix, media choice, OOH and emerging media**	25%	12
	Media Mix: Definition, Importance of Media Mix, Audience Identification for Mass Media, Factors Influencing Media Mix Decisions, Categories of Media Mix Decisions: Major Media Types, Media Outlets, Media Formats, Determining the Optimal Media Mix.		
	Media Choices: Print: Definition, Factors Influencing Print Media Selection, Categories of Print Media, Benefits and Drawbacks. Television: Definition, Factors Influencing Television Media Selection, Benefits and Drawbacks. Radio: Definition, Factors Influencing Radio Media Selection, Benefits and Drawbacks.		
	Out of Home (OOH): Definition, Categories of OOH, Factors Influencing OOH Planning Decisions, Benefits and Drawbacks.		
	Emerging Media: Digital, Mobile, Gaming, In-Flight, In-Store, Interactive Media.		
3	**Media Strategy and Media budget setting.** **Media Strategy:** Need for media strategy, begin with the Endin mind, situation analysis, building blocks, opposing forces. **Steps in Developing Media Strategies:** Identifying the Target Audience, Market Prioritization, Media Allocation, Media Mix, Media Scheduling. **Media Budget setting:** Brand budgets, allocation of the budget, methods of setting budget, factors affecting budget setting.	20%	10
4	**Media buying and scheduling** **Media Buying:** Definition, Responsibilities of a Media Buyer, Goals of Media Buying, Buying Process: Development of Buying Brief, Environmental Assessment, The Art and Science of Buying, Benchmarking, Presentation of Buying Plan, Deal Management, and Post-Buy Evaluation, **Media Scheduling:** Factors affecting scheduling, receptivity targeting, scheduling patterns, scheduling impact, Ad response functions and scheduling, Ad stock modeling and scheduling.	15%	8

| 5 | **Media Measurement**
Media Measurement: - Fundamental Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative Distribution, Average Opportunity to See (AOTS), Effective Frequency/Reach. Television Metrics: Diary versus People meter, TRP/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership. Radio Metrics: Arbitron Radio Ratings. Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Readers, Sole or Solus Readers. Out-of-Home (OOH) Metrics: Traffic Audit Bureau (TAB). | **20%** | **5** |

Reference Book

Sr. No.	Book Title	Author(s)	Publisher
1	Media Planning and Buying: Principles and practice in the Indian context.	Arpita Menon	McGraw-Hill Education (India) Pvt Limited
2	Media Planning: A Practical Guide, Third Edition	Jim Surmanek	McGraw Hill Professional, 1996
3	Strategic Media Planning and Buying: Integration of Traditional and Digital Media	BasantRathore	Routledge India

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

ME4: Customer Relationship Management

(With Effect from A.Y. 2024-25)

Course Code:	ME4						
Course Title:	Customer Relationship Management						
Credit:	4						
Specialisation:	Marketing						
Specialisation Type:	Minor Elective						
Teaching Per Week:	4						
Course Objective:	The course aims to familiarize students with the concepts of Relationship Management and CRM, including customer acquisition, retention, and value creation. It provides an overview of CRM implementation, the role of technology, and e-CRM applications for effective customer engagement.						
Course Outcomes:	CO1: Learners shall be able to Develop a strong foundation in the principles of relationship management and its role in enhancing customer interactions.						
	CO2: Course will enable learners to gain insights into CRM strategies, tools, and techniques used for building and maintaining customer relationships.						
	CO3: Learners shall be able to Understand the process of acquiring new customers, retaining existing ones, and enhancing customer lifetime value.						
	CO4: Course will enable learners to analyze Customer Value and Customer-Centric Approach – Learn the importance of customer value, segmentation, and personalized marketing strategies to maximize business growth.						
	CO5: Learners shall be able to understand the step-by-step process of CRM implementation, including planning, execution, and evaluation.						
	CO6: Learners shall be able to understand e-CRM (Electronic CRM) and Its Applications and shall be able to analyze real-world case studies and industry applications to implement CRM best practices in different business sectors.						

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1	■	■					■
	CO2	■	■					
	CO3	■	■				■	
	CO4	■	■					
	CO5	■	■					■
	CO6	■	■				■	

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to CRM**	**20%**	**08**
	• Relationship: Meaning, Phases, Attributes, Benefits of Relationship Building • CRM: Meaning, Evolution, CRM Constituencies, Misconception About CRM, CRM Continuum, Types • CRM Models: CRM Value Chain, Payne and Frow's 5-Process Model, The Gartner Competency Model		
2	**Customer Value and Customer Experience**	**25%**	**12**
	• Value: Meaning and Concept, Sources of Customer Values, • Customer Acquisition: Meaning, Prospecting • Customer Experience: Meaning and Concept, Evolution Towards experience economy, Customer Experience Concepts, 4Is of Customer Engagement, Managing Customer Experience, Difference between Customer Experience and CRM		
3	**Customer Retention and Satisfaction**	**20%**	**08**
	• Customer Retention: Meaning, Concept, Economics of Customer Retention, Strategies of Customer Retention • Customer Satisfaction: Meaning, Concept, Components, Measurement, Reduction of Churn		
4	**CRM Implementation**	**25%**	**12**
	• Developing CRM Strategies, Building CRM Foundations, Need Specification and Partner Selection, Project Implementation, Performance Evaluation • Operational CRM: Salesforce Automation: Meaning, Ecosystem, SFA Adoptions, • Meaning Benefits and Software Applications of Marketing Automation, • Meaning, Benefits and Software Application of Service Automation		
5	**e-CRM**	**10%**	**05**
	• e-CRM: Meaning, Significance, Features, Framework, SIX Es of e-CRM		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher

1	Customer Relationship Management: Emerging Concepts, Tools and Applications,	Jagdish N Sheth, Parvartiyar Atul	McGraw Hill
2	Customer Relationship Management: Concepts and Technologies	Francis Buttle	Elsevier
3	Handbook of CRM	Adrian Payne	Elsevier
4	CRM Hand Book A Business Guide to Customer Relationship Management	Jill Dyché	Addison- Wesley
5	CRM	Urvashi Makkar & Harinder Kumar Makkar,	Tata Mc Graw Hill Education Private Ltd

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

FS4: Financial Markets and Institutions

(With Effect from A.Y. 2024-25)

Course Code:	FS4
Course Title:	Financial Markets and Institutions
Credit:	4
Specialisation:	Finance
Specialisation Type:	Major Specialisation
Teaching Per Week:	4
Course Objective:	The course aims at creating financial literacy among the learners and enable them to make informed decisions in their personal and professional financial domains.
Course Outcomes:	CO1: The learner will be able to understand the financial system which facilitates and supports business operations and forms the foundation for corporate and personal finance decision making.
	CO2: The learner will be able to understand the regulatory framework of Indian Financial System.
	CO3: The learner will become aware of different avenues of investment planning by understanding financial markets, institutions, and products.
	CO4: The learner will be able to manage short term and long-term financial requirements of business.
	CO5: The learners will become aware of various financial services, creating opportunities for them to enter into those services or utilize those services for scaling up their own business.
	CO6: The learner will gain knowledge about the innovations in financial markets and products.

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1			■				
	CO2						■	
	CO3			■				
	CO4			■				
	CO5			■	■			
	CO6				■			

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Indian financial system** • Indian Financial System: Introduction, Different components of the financial system and their functions. • Role of financial system in economic development. • Overview of financial sector reforms. • Financial Inclusion: Concept and the recent trends	10%	6
2	**Financial Institutions:** • Regulatory Institutions (RBI, SEBI, IRDA, PFRDA) • Commercial banking: Classification/Types of Banks, Functions/Role of Commercial Banks, Innovations in banking services (recent Developments in last five years) • Life and non -life insurance companies in India: public and private. • Mutual Funds – Introduction and their role in capital market development. Types of mutual fund schemes (open ended vs close ended, Equity, Debt, Hybrid schemes and ETFs) • Non-banking financial companies (NBFCs): Overview and Types of NBFCs	20%	9
3	**Financial markets** • Introduction to Money market and brief overview of money market instruments; Certificate of Deposits, T-bills, Commercial Papers. • Capital Market: Primary and secondary markets • Equity Market - Methods of Capital Issue in New Issues Market – Initial Public Offer (IPO), Right Issue, Follow on Public Offer (FPO), Private Placement, Qualified Institutional Placement (QIP), Offer for Sale (OFS). Indian Depository Receipt (IDR), American Depository Receipt (ADR), and Global Depository Receipt (GDR) and Derivatives. • Debt Market -Functions; Components (Corporate Debt Market, PSU Market, and Government Securities Market); Significance, Structure, Participants, and Instruments of Indian Debt Market. • Secondary Markets –NSE, BSE, NIFTY, SENSEX. Description and Analytics(brief) • Role of Stock Exchanges in India. • Depository (NSDL, CDSL).	40%	16

			20%	9
	• Clearing house mechanisms and clearing corporation.			
4	**Financial services**		20%	9
	• Overview of financial services industry: Introduction/Concept of Financial Services, and Types of Financial Services.			
	• Merchant Banking: Merchant Banking – Concept, Services, Pre and Post Issue Management, Underwriting: role and purpose of Underwriting.			
	• Leasing: Concepts and Types (Operating Lease Vs Financial Lease Only) of Leasing.			
	• Hire Purchase: Concept, Difference between Hire Purchase and Instalments, Difference between Hire Purchase and Leasing.			
	• Consumer Finance: Concept and Types of Consumer Finance/Credit			
	• Housing Finance: Concept and National Housing Bank (briefly).			
	• Venture Capital Finance: Concept, Features, and Types of Venture Capital Finance. Concept of private Equity.			
	• Factoring Service: Concept, Functions, and Types of Factoring.			
	• Credit Rating: Concept and Importance of Credit Rating. Factors Considered in Credit Rating.			
	• Financial Advisory: Concept and Features of financial advisory.			
	• Portfolio Management Services: Concept and Importance of Portfolio Management Services.			
5	**Emerging Markets and Products**		10%	5
	• Alternate finance products and players such as crowd funding, thematic indexes.			
	• Innovations in financial markets and products in last five years			

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Financial Markets and Institutions	Frederic Mishkin and Stanley Eakins	Pearson Education
2	Financial Institutions and Markets: Structure, Growth and Innovations	L.M. Bhole and J. Mahakud	McGraw Hill Education
3	Financial Markets and Services	Gordon and Natrajan	Himalaya Publishing House
4	The Indian Financial System- Markets, Institutions and Services	Bharati V. Pathak	Pearson Education

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

FS5: Financial Regulations

(With Effect from A.Y. 2024-25)

Course Code:	FS5
Course Title:	Financial Regulations
Credit:	4
Specialisation:	Finance
Specialisation Type:	Major Specialization
Teaching Per Week:	4 hours
Course Objective:	This course will help learners develop a deep understanding of financial regulations governing the Indian financial system. It will equip them with knowledge about regulatory bodies, compliance standards, and emerging trends in financial oversight, enabling them to analyze, interpret, and apply regulatory frameworks in practical business scenarios.
Course Outcomes:	CO1: The learners shall be able to understand the purpose, evolution, and significance of financial regulations in India.
	CO2: The course will help learners analyze SEBI's role in investor protection, market transparency, and capital market regulations.
	CO3: The learners shall be able to identify and interpret the core regulatory frameworks governing banks and NBFCs, focusing on compliance and risk management standards.
	CO4: The course will help learners evaluate regulatory approaches in digital finance, insurance, pensions, and ESG (Environmental, Social, and Governance) frameworks.
	CO5: The learners shall be able to assess the impact of financial regulations on financial institutions and market participants.
	CO6: The course will help learners apply regulatory knowledge to real-world financial decisions, ensuring compliance and ethical business practices.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	■		■				■
CO2	■		■				■
CO3	■		■				
CO4	■		■				■
CO5	■		■	■			■
CO6	■		■	■			■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Financial Regulations** • Overview of Financial Systems in India • Evolution of Financial Regulations in India • Regulatory Bodies in India • Objectives of Financial Regulations	20%	09
2	**Banking and Financial Institution Regulations** • RBI's Regulatory Role • Banking Regulation Act, 1949 • Non-Banking Financial Companies (NBFCs) • Anti-Money Laundering (AML) & Combating Financing of Terrorism (CFT):	20%	08
3	**Securities and Investment Market Regulations** • SEBI's Role in the Capital Market • Initial Public Offerings (IPOs) and Secondary Market • Mutual Fund and Portfolio Management Regulation • Investor Protection and Corporate Governance	30%	12
4	**Financial Regulations-I** • IRDAI and Insurance Sector Regulation • Pension Sector Regulation and the Role of PFRDA:	15%	08
5	**Financial Regulations-II** • Regulations in Digital Finance: • ESG (Environmental, Social, and Governance) and Financial Regulation	15%	08

Sr. No.	Book Title	Author(s)	Publisher
1	Indian Financial System and Markets	Siddhartha Shankar Shah	AG Publishing House
2	Financial Services.	Shashi K. Gupta and Nisha Aggarwal	Kalyani Publisher
3	Merchant Banking and Financial Services.	Guruswamy	Himalaya Publishing House

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

FE3: Investment Banking

(With Effect from A.Y. 2024-25)

Course Code:	FE3
Course Title:	Investment Banking
Credit:	4
Specialisation:	Finance
Specialisation Type:	Minor Elective
Teaching Per Week:	4
Course Objective:	This course aims to equip students with a fundamental understanding of investment banking, including its key functions such as capital raising, company valuation, risk management, mergers & acquisitions, and private equity. Students will also learn about the legal and ethical aspects of investment banking, the impact of global financial markets, and how technology and data analytics are transforming financial decision-making.
Course Outcomes:	CO1: The learners shall be able to understand the role and significance of investment banks in financial markets, including capital raising, mergers & acquisitions, and financial advisory services.
	CO2: It will help students evaluate risk mitigation strategies and optimize capital structure in corporate finance decision-making through investment banking principles.
	CO3: This course shall help learners to analyze and develop M&A strategies, including due diligence, deal structuring, and post-merger integration
	CO4: They will be able to explore how technology, data, and software help make better financial decisions.
	CO5: They will be able to understand how investment banks help startups and businesses get funding from investors.
	CO6: It shall help them learn how international markets affect investment banking and cross-border deals.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1			■				
CO2			■			■	
CO3				■			
CO4		■					■
CO5				■			
CO6			■				■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Investment Banking** • Concept of Investment Banking • Merchant Banking v/s Investment Banking • Core functions of Investment Banking - book building, underwriting, merger, and acquisitions and advisory, Asset management.	10%	05
2	**Domestic Issue Management** • Introduction- equity and debt market • Primary market investors, primary market intermediaries and support services providers, General statutory provision for issuance of securities • Initial public offer, Follow on public offer • Underwriting in fixed and book-built offer, assessment of an issue for underwriting	25%	12
3	**Corporate Restructuring** • Concept of corporate restructuring • Rescue and insolvency, revival, rehabilitation and restructuring of sick units • Securitization and debt recovery, winding up and corporate restructuring- external and internal.	25%	12
4	**Global capital market offers** • Introduction to international bond market • Depository receipts-ADR and GDR • International regulatory framework.	10%	05
5	**Private Equity and Venture Capital** • Introduction to Private Equity and Venture Capital • Stages of Venture Capital Financing (Seed, Early-stage, Growth-stage, Exit strategies) • Role of Private Equity in Business Expansion • Leveraged Buyouts (LBOs) and Management Buyouts (MBOs) • Regulatory Framework for Private Equity and Venture Capital in India and Globally • Comparison between Private Equity, Venture Capital, and Investment Banking • Introduction to Private Equity and Venture Capital	25%	11

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Investment Banking: 4th Edition	Pratap Giri S	Mc Graw Hill
2	Investment Banking: 2017 edition	Tapan Jindal (C.A.)	Bharat Law House
3	The Investment Banking Handbook	Williamson J Peter	Wiley
4	Merchant Banking	H.R. Machiraju	New Age International Publishers

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Master of Management Studies (MMS) Sem. IV

FE4: Financial Modelling

(With Effect from A.Y. 2024-25)

Course Code:	FE4
Course Title:	Financial Modelling
Credit:	4
Specialisation:	Finance
Specialisation Type:	Minor Elective
Teaching Per Week:	4 hours
Course Objective:	This course will help learners develop a strong foundation in financial modeling, enabling them to build, analyze, and interpret financial models using Excel. Through hands-on exercises and case studies, learners will gain proficiency in valuation techniques, forecasting, and decision-making, equipping them with practical skills for financial analysis and strategic planning.
Course Outcomes:	CO1: Learners shall be able to comprehend the principles, structure, and key components of financial models used in corporate finance and investment analysis.
	CO2: The course will help learners master essential Excel functions, including financial formulas, data handling techniques, and automation tools for efficient modeling.
	CO3: Learners shall be able to build and analyze financial statements such as the Income Statement, Balance Sheet, and Cash Flow Statement to assess a company's financial health.
	CO4: The course will help learners implement forecasting models, working capital management, and Discounted Cash Flow (DCF) valuation to evaluate business performance.
	CO5: Learners shall be able to apply concepts of Leveraged Buyouts (LBO), Mergers & Acquisitions (M&A), and industry-specific financial modeling for in-depth financial analysis.
	CO6: The course will help learners analyze different business scenarios, conduct sensitivity analysis, and interpret financial model outputs to make data-driven strategic decisions.

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1	■		■				■
	CO2	■		■				■
	CO3	■		■				
	CO4	■		■				■
	CO5	■		■	■			■
	CO6	■		■	■			■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Financial Modeling and Excel Proficiency**	15%	08
	• Fundamentals of Financial Modeling		
	• Core Excel Functions		
	• Building Basic Financial Statements		
	• Key Financial Metrics and Ratios		
2	**Projecting Financial Statements and Valuation Modeling**	20%	12
	• Forecasting Revenues and Expenses		
	• Modeling Working Capital and Cash Flow		
	• Discounted Cash Flow (DCF) Valuation		
	• Scenario and Sensitivity Analysis		
3	**Advanced Financial Modeling Techniques**	15%	05
	• Leveraged Buyout (LBO) Modeling		
	• Merger and Acquisition (M&A) Modeling		
4	**Model Presentation, Interpretation, and Decision-Making**	25%	10
	• Effective Model Presentation		
	• Interpreting Model Outputs for Strategic Decisions		
	• Introduction to Data Analysis for Financial Models		
5	**Equity Research Modeling**	25%	10
	• Equity Research Modeling		
	• Financial Modeling for Indian Industries		
	• Integrating Macroeconomic Indicators		

Text Books
C. Sengupta, Financial Modelling using Excel and VBA
Alastair L. Day, Mastering Financial Modelling in Microsoft Excel
Simon Beninga, Financial Modelling

Reference Books
Alistair L. Day, Mastering Risk Modelling.
Dr. Manu Sharma, Mergers and Acquisitions and Corporate Valuation- An Excel Based Approach.
John D. Finnerty, Project Financing- Asset based financial Engineering.

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

HS4: HR Planning & Applications of Technology in HR

(With Effect from A.Y. 2024-25)

Course Code:	HS4
Course Title:	HR Planning & Applications of Technology in HR
Credit:	4
Specialisation:	HRM
Specialisation Type:	Major Specialisation
Teaching Per Week:	4
Course Objective:	To equip students with the knowledge and skills to effectively plan human resources and leverage technology to enhance HR functions, decision-making, and organizational efficiency.
Course Outcomes:	CO1: Course will help learners to develop a comprehensive understanding of Human Resource Planning and its strategic alignment with organizational goals.
	CO2: Learners will be able to analyze job roles, apply modern recruitment and selection techniques, and utilize employment tests to enhance talent acquisition in the digital era.
	CO3: Learners will be able to develop and implement diversity strategies, policies, and initiatives that foster an inclusive workplace and address global workforce diversity challenges
	CO4: Learners will be able get overview of application of technology in HR
	CO5: Course will help learners to utilize HR analytics to drive data-informed decisions, align HR practices with business strategy
	CO6: Learners will able to gain the skills to create and execute strategic HR plans by utilizing cutting-edge technologies.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	■				■		
CO2	■				■		
CO3				■		■	
CO4		■					■
CO5		■			■		■
CO6				■			■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Human Resource Planning**	15%	6
	• Meaning, The planning process. Indicators and trends.		
	• Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements.		
	• Estimation of internal supply and external supply.		
	• Linking human resource planning with strategic human resource management.		
2	**Job Analysis, HR Planning and Selection in the Modern Business Environment**	20%	9
	• Job analysis and design, Collection and application of job analysis information.		
	• Alignment of job analysis to selection.		
	• Changing perspectives in the field of recruitment and selection in the information age: E-recruitment and selection.		
	• Employment Tests: Concepts of Testing, Types of tests, Executive Talent Search.		
3	**Workforce Diversity,** • Diversity Planning, Dimensions of Diversity, Policies, Valuing. • Diversity in Organizations, Gender Diversity Legislation, Corporate initiatives on Gender Diversity. • Organizational Strategies for Promoting Diversity, Diversity Awareness Training and Programs, Systemic and Individual Diversity Change Initiatives. • The Future of Diversity – A Global Perspective. Diversity Change Initiatives, The Future of Diversity A Global Perspective.	20%	9
4	**Technology in Human Resource** • Administration and Human Resource Information Systems, Talent Management, Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context. • Training and Development: Issues and Human Resource Information Systems Applications, Performance Management. • Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	30%	14
5	**Introduction to Analytics:**	15%	7

	• Introduction to Business Analytics: Need for Analytics Use of Analytics in business • Introduction to HR Analytics: HR Analytics and people strategy: Becoming a persuasive HR function		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Human Resource Planning	D.K Bhattacharya	Excel books,2007
2	Planning & Managing Human Resources –	William J Rothwell, H.C Kazanas	HRP Press Inc, U.S; second edition
3	Managing Diversity: Toward a Globally Inclusive Workplace Book	Michalle E. Mor Barak	Sage Publications,2010
4	HR Analytics: The What, Why and How	Tracey Smith	CreateSpace Independent pub 2013

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Master of Management Studies (MMS) Sem. IV

HS5: Global HRM

(With Effect from A.Y. 2024-25)

Course Code:	HS5
Course Title:	Global HRM
Credit:	4
Specialisation:	HRM
Specialisation Type:	Major Specialization
Teaching Per Week:	4
Course Objective:	To understand the concept of Human Resource Management in an international context and analyze the challenges of operating in different geographies and relevant cultural differences.
Course Outcomes:	CO1: Learners will be able to understand the concept of Human Resource Management in an international context
	CO2: Course shall be helpful to identify and evaluate cross-cultural challenges in workforce management.
	CO3: Learners shall be able to get idea about international employment relations.
	CO4: Course will help in Developing compensation and performance management strategies for international employees.
	CO5: Learners shall be able to formulate expatriation and repatriation strategies for multinational corporations.
	CO6: Analyze the impact of globalization on HR practices and policies.

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1					■		
	CO2					■		
	CO3				■			
	CO4				■	■		
	CO5							
	CO6						■	

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction and Overview of Domestic HRM and Global HRM**	25%	14
	• Introduction of Domestic and Global HRM, difference between DHRM and GHRM		
	• International trends in the labour force		

	• The impact of the environment on GHRM			
	• Competition and the dynamics of the labour force on GHRM.			
2	**Selecting and Managing International Workforce**	30%	16	
	• The influences of cross-cultural issues on organizations, Selection, Evaluation, and coaching of international employees.			
	• Communications and Intercultural skills to manage a cross-cultural workforce.			
	• Global training and appraisal systems for a cross-cultural workforce.			
	• Compensation and performance measure: An international perspective.			
3	**International Organisations and Industrial Relations**	15%	5	
	• Corporate Culture and change.			
	• Policies and practices of multinational companies.			
	• Employment and Labour Laws: an international perspective.			
	• The influence of Trade Unions, Equal Opportunities and Employment Relations.			
4	**International Compensation and Benefits**	15%	5	
	• Objectives of International Compensation			
	• Compensation Strategies for Global Employees			
	• Managing Benefits and Allowances across Countries. Problems with global compensation.			
5	**Expatriation and Repatriation**	15%	5	
	• Role of HR in Managing Global Talent Mobility			
	• Workplace Integration and Managing Cultural Differences, Stages of Cultural Adaptation, • Family and Spouse Support Programs, Common Reasons for Expatriate Failure and How to Prevent Them			
	• Managing Dual Career Challenges for Expat Families.			

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	International Human Resource Management	Peter j Dowling, Device E Welch,	Cengage India Pvt. Ltd. 4th Edition.
2	Global Human Resource Management	Sunilkumar Deshpande, Shruti Punj,	Paperback ISBN978-8197261404
3	International Human Resource Management	Hilary Harris, Chris Brewster	VMP Publishers and Distributors.

		and Paul Sparrow,	
4	International Human Resource Management	P Subba Rao	Himalaya Publishing House

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Master of Management Studies (MMS) Sem. IV

HE3: Organisational Structure Theory & Design

(With Effect from A.Y. 2024-25)

Course Code:	HE3
Course Title:	Organisational Structure Theory & Design
Credit:	4
Specialisation:	HRM
Specialisation Type:	Minor Elective
Teaching Per Week:	4
Course Objective:	To provide an understanding of how organizations are structured, the theories behind their design, and the strategic implications of different organizational forms.
Course Outcomes:	CO1: Course will help comprehensive understanding of how organizations function, evolve, and interact with the environments.
	CO2: Learners shall know how organizations are structured, how strategies are formulated and implemented and measured
	CO3: Course shall focus on how organizations interact with their external environment, emphasizing adaptability, feedback mechanisms, and system dynamics.
	CO4: Learners shall be able to explore how culture influences behavior, performance, and overall effectiveness within organizations.
	CO5: Course will help learners to explores the dynamics of organizational conflict, the role of power, and the impact of politics in decision-making and leadership.
	CO6: Course will help learners to know Structure, Design, power and politics, culture and how it affects the to achieve overall organizational objectives efficiently and effectively by adapting change.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	■					■	■
CO2	■			■			■
CO3	■			■		■	■
CO4				■	■	■	
CO5					■	■	
CO6	■			■	■	■	■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Organizations and Organizational Theory**	25%	14
	• Introduction, Perspectives of organizations		
	• The evolution of organization theory and design		
	• Types and importance of organisation theory.		
	• Dimensions of organization design. Levels of organisational analysis.		
2	**Organization Structure, Strategy Design, and Effectiveness**	30%	16
	• Types and importance of Organisation Structure and design. Difference between strategy and structure.		
	• The role of strategic direction on organization design. A framework for selecting strategy and design structure.		
	• Contingency effectiveness approach, Resource based approach, and Internal process approach.		
	• An integrated effectiveness model.		
3	**Open Systems Design Elements**	15%	5
	• Define open system, difference between open and close system,		
	• Inter-organizational Relationships, external environment, and its influence on organisational design.		
	• Organization size, life cycle and design/structure, role of technology in open system design.		
4	**Organizational Culture**	15%	5
	• Definition and significance of organization culture. Organization culture v/s climate, Ethical values in organizations, Ethical leadership, culture, and ethics.		
	• Role of leadership in shaping and changing culture, resistance to cultural change.		
	• Strategies for cultural realignment future trends in organization culture		
5	**Conflict, Power, and Politics**	15%	5
	• Types of conflict in organizations		
	• Power and organizations,		
	• Political processes in organizations		
	• Using power, politics, and collaboration.		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Robins Khandwalla, P. N.	Organizational design for excellence,	Tata McGraw Hill, 1992 New Delhi,
2	Daft, R. L.	Organization Theory and Design	Cengage learning, (2020) 978-0357445143
3	Arun Sekhri	Organisation theory, structure and design	Himalaya Publishing House 978-93-5142-400-0

Veer Narmad South Gujarat University, Surat

Master of Management Studies (MMS) Sem. IV

HE4: HR Audit

(With Effect from A.Y. 2024-25)

Course Code:	HE4
Course Title:	HR Audit
Credit:	04
Specialisation:	HRM
Specialisation Type:	Minor Elective
Teaching Per Week:	04
Course Objective:	The objective is to gain the knowledge and skills to comprehensively evaluate an organization's human resource practices, policies, and procedures, identifying areas for improvement, ensuring compliance with employment laws, and ultimately optimizing the effectiveness of the HR function to align with strategic organisational goals
Course Outcomes:	**CO1:** The course will explain the purpose and necessity of HR accounting and Audit to the learners.
	CO2: The learner will be able to aanalyse different methods and approaches used in HR accounting and auditing.
	CO3: The learners shall be able to ddevelop HR audit reports based on industry standards.
	CO4: The course will help learners to assess the role of HR audit in improving organizational effectiveness
	CO5: Learners will be able to evaluate recent advancements in HR audit and accounting.
	CO6: The course will help learners to understand the legal and ethical considerations in HR auditing

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1					■		
	CO2					■		
	CO3					■		
	CO4					■	■	
	CO5					■		
	CO6							■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to HR accounting, HR costs and investments .**	25%	11
	• Introduction and definition: HR as assets, HR accounting, HRA Concepts methods and applications		
	• HR costs: The monetary value approach and non-monetary value-based approach process,		
	• HR investments: Investment in employees-Human resource development		
2	**Human resource accounting system and HR score card**	25%	11
	• Developing HR accounting system, Implementation of HR accounting system		
	• Integration with other accounting system.		
	• HR score card constituents		
	• HR score card as an instrument of HR audit		
3	**HR Audit concept and methodology, Preparation of HR Audit report:**	25%	12
	• Role of HR audit in business environment,		
	• HR audit objectives, components, importance, and benefits		
	• Methodology and instruments of HR audit		
	• Audit process and issues in HR audit		
4	**HR Report preparation**	13%	06
	• Purpose of report		
	• Report design- Preparation of report,		
5	**Recent advancements in HR audit and accounting**	12%	05
	• Use of HR audit report for business improvement		
	• Recent advancement in HR audit and accounting.,		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Personnel and Human resource management	P. Subba Rao	Himalaya Publishing House
2	Human Resource management	Gupta C. B	Sultan Chand a& sons
3	Human Resource management	K. Ashwathappa	Himalaya Publishing House
4	HR audit	T V Rao	Sage publications

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Master of Management Studies (MMS) Sem. IV

SS4: Cloud Computing

(With Effect from A.Y. 2024-25)

Course Code:	SS4
Course Title:	Cloud Computing
Credit:	3 (Theory) + 1 (Practical)
Specialisation:	Systems
Specialisation Type:	Major Specialisation
Teaching Per Week:	4 Hours
Course Objective:	To provide comprehensive knowledge of cloud computing, its architecture, Management, and security. This course will also provide the introductory knowledge of Big Data.
Course Outcomes:	CO1: To understand the cloud models such as software as a service and the other models Iaas and Paas as well as managing in a multi-cloud world, developing your cloud strategy such as integrating data in the cloud, promoting cloud security, and more. CO2: To learn about Big data sets those are too large to be handled by traditional data-processing application software and about Data Lake.

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1							
	CO2							

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Cloud Computing** 1.1 Fundamentals of Cloud Computing 1.1.1 Concepts of cloud and cloud computing 1.1.2 Types of cloud based on deployment (Public, Private and Hybrid) 1.2 Cloud service models: 1.2.1 IaaS (Infrastructure as a Service), PaaS (Platform as a Service) 1.2.2 SaaS (Software as a Service) 1.2.3 Network as a Service, Database as a Service	20%	9
2	**Architecture of Cloud Computing** 2.1 Basics of Planning and deployment of Cloud 2.1.1 Cloud Planning phases 2.1.1.1 Business Architecture Development 2.1.1.2 IT Architecture Development 2.1.1.3 Transformation Plan Development 2.1.2 Technologies behind the Cloud 2.1.2.1 Virtualization 2.1.2.2 Service oriented Architecture (SOA) 2.1.2.3 Utility Computing 2.2 Cloud Computing Architecture 2.3 Infrastructure components of Cloud	20%	9
3	**Cloud Management:** 3.1 Tasks of Cloud management 3.2 Cloud Storage Devices: (Block storage, File Storage) 3.3 Cloud Storage Classes: (Managed and Unmanaged) 3.3.1 Cloud Virtualization:	20%	9
4	**Cloud Securing, Operations and Applications:** 4.1 Security Boundaries 4.1.1 Cloud security Alliance (CSA) 4.1.2 Cloud operations and its management concepts 4.2 Cloud applications: 4.2.1 Business Applications 4.2.2 Data storage and backup applications	20%	9
5	**Concepts of Big Data and Data Lake:** 5.1 Concepts of Bigdata 5.1.1 Sources of Bigdata 5.1.2 Bigdata benefits over Traditional Database 5.1.3 Concepts of Data Warehouse 5.1.3.1 Concepts of data processing techniques: 5.1.3.1.1 OLTP (Online Transaction Processing) 5.1.3.1.2 OLAP (Online Analytical Processing)	20%	9

	5.2 Concepts of Data Lake:		
	5.2.1 Data lake concepts and its architecture		
	5.2.2 Significance of data lake		
	5.2.3 Comparison of Data Lake and Data Warehousing		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Cloud Computing For Dummies	Judith S. Hurwitz, Daniel Kirsch	John Wiley & Sons Inc
2	Cloud Computing: Concepts, Technology & Architecture	Ricardo Puttini, Thomas Erl, and Zaigham Mahmood	PHI
3	Cloud Computing: Principles and Paradigms	R. Buyya et al	Wiley
4	Cloud Computing Bible - Sosinsky	Wiley	Wiley
5	Service Oriented Architeture: Concepts , Technology and Design	Thomas Erl	Prentice Hall publication
6	Understanding Enterprise SOA - Enterprise Service Oriented Architecture	Eric Pulier, Hugh Taylor	Dreamtech Press

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Master of Management Studies (MMS) Sem. IV

SS5: Cyber Laws and Managing Enterprise IT Risk

(With Effect from A.Y. 2024-25)

Course Code:	SS5
Course Title:	Cyber Laws and Managing Enterprise IT Risk
Credit:	04
Specialisation:	Systems
Specialisation Type:	Major Specialisation
Teaching Per Week:	04
Course Objective:	This course aims to equip students with a comprehensive understanding of cybersecurity fundamentals, risk management, and legal frameworks relevant to business operations. It enables learners to evaluate and mitigate cybersecurity risks from both technical and legal perspectives, apply cyber laws to real-world scenarios, and develop robust security strategies with legal compliance. Additionally, the course fosters ethical awareness in handling cybersecurity challenges and prepares students to assess the impact of emerging technologies on security and regulatory landscapes.
Course Outcomes:	CO1: Understand the fundamentals of cyber security and its relevance to business operations
	CO2: Evaluate and manage cyber security risks from both technical and legal perspectives.
	CO3: Analyze and apply cyber laws and regulations to real-world business scenarios.
	CO4: Develop and implement comprehensive cyber security strategies with legal compliance in mind
	CO5: Cultivate ethical awareness in handling cyber security issues and responding to legal challenges.
	CO6: Assess the impact of emerging technologies on cybersecurity and legal frameworks, and adapt security measures accordingly.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1						■	■
CO2						■	■
CO3						■	■
CO4						■	■
CO5						■	■
CO6						■	■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Cybersecurity and its Importance in Business** 1.1. Overview of Cybersecurity: Definitions 1.2. Cybersecurity Fundamentals: Key concepts like CIA (Confidentiality 1.3. Business Impact of Cybersecurity: Case studies of cybersecurity breaches affecting organizations (financial losses 1.4. Cybersecurity Frameworks: Introduction to popular frameworks like NIST	10%	05
2	**Cyber Threats and Risk Management** 2.1. Types of Cyber Threats: Detailed look at hacking, insider threats, DDoS attacks, and emerging threats like AI-powered malware. 2.2. Risk Management: Identifying, assessing, and mitigating cybersecurity risks. 2.3. Business Continuity and Disaster Recovery: How organizations prepare for and recover from cyberattacks. 2.4. Cybersecurity Best Practices: Protecting digital assets, training staff, and securing the supply chain.	20%	08
3	**Cyber Laws and Regulatory Frameworks** 3.1. Introduction to Cyber Laws: Historical development of cyber laws and their importance in managing digital operations. 3.2. Global Regulatory Environment: GDPR (General Data Protection Regulation), CCPA (California Consumer Privacy Act), and other regional laws. 3.3. Legal Framework for Cybersecurity: Laws related to cybercrime, intellectual property, data protection, and breach notification. 3.4. Cyber Insurance: Legal considerations in managing cybersecurity risks via insurance.	25%	12
4	**Legal and Ethical Issues in Cybersecurity** 4.1. Privacy and Data Protection: Ethical implications of handling personal data, privacy concerns in digital businesses. 4.2. Legal Liability: Accountability of businesses for breaches, including third-party liability and breach of data. 4.3. Ethical Hacking and Penetration Testing: Legal and ethical boundaries for security professionals.	25%	12

		4.4. Digital Evidence and Cybercrime: Legalities around gathering, preserving, and using digital evidence in court.		
5		**Cybersecurity Strategy and Management in Business** 5.1. Developing a Cybersecurity Strategy: Aligning cybersecurity policies with organizational goals, risk assessments, and operational needs. 5.2. Cybersecurity Governance: The role of management in overseeing cybersecurity initiatives, creating security policies, and ensuring compliance. 5.3. Cybersecurity Leadership: Leading teams and managing resources for effective cybersecurity management. 5.4. Legal Compliance in Cybersecurity: How to ensure that cybersecurity efforts comply with laws and regulations, and how to avoid penalties.	20%	08

Reference books:

Sr.no.	Name of the book	Author	Publication
1	Cyber security Law	Kosseff. J (2019)	Wiley
2	Cyber law: the Indian perspective	Duggal. P (2014)	Saakshar Law publications
3	Cyber security and Cyber Law	Duggal. P (2020)	Bloomsbury India

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Master of Management Studies (MMS) Sem. IV

SE3: Digital Business

(With Effect from A.Y. 2024-25)

Course Code:	SE3
Course Title:	Digital Business
Credit:	4
Specialisation:	Systems
Specialisation Type:	Minor Elective
Teaching Per Week:	4
Course Objective:	This course aims to provide an in-depth understanding of digital business concepts, including e-commerce, mobile commerce, social commerce, and emerging technologies such as IoT. It explores the role of digital platforms in transforming business operations, supply chains, and customer interactions while emphasizing digital payment systems, digital business ecosystems, and modern business models.
Course Outcomes:	After learning this course students shall be able to... CO1: Explain the fundamental concepts of e-commerce, mobile commerce, and social commerce. CO2: Analyze the impact of digital technologies, including IoT, on businesses and society. CO3: Demonstrate how businesses create value and maintain a competitive edge in the digital ecosystem. CO4: Evaluate the evolving role of intermediaries, supply chains, and payment systems in digital and traditional markets. CO5: Compare different digital business models, their advantages, and limitations. CO6: Apply digital business principles to real-world applications across industries such as retail, fintech, e-learning, e-health, and entertainment.

Mapping of PSO with CO:		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
	CO1	■	■				■	
	CO2	■				■	■	■
	CO3						■	■
	CO4				■			■
	CO5	■	■					■
	CO6		■					■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Foundations of Digital Business and E-Commerce**	20%	09
	• Understanding the Digital Revolution and its impact on business and society • Evolution of the Digital Economy and the role of Virtual and Online Communities • Introduction to E-Commerce: Definition, Scope, and Emerging Trends • E-Business, Electronic Markets, and Digital Networks • Classification of E-Commerce (B2B, B2C, C2C, etc.) and Business Models • Integration of the Digital Marketplace with Traditional Markets • Key Drivers, Benefits, and Challenges of E-Commerce • Societal Impacts: Influence on businesses, government, and consumers		
2	**Mobile Commerce, Social Commerce and IoT**	20%	09
	• Mobile Commerce: Features, Applications, and Business Benefits • Mobile Marketing Strategies: Advertising, Shopping, and Customer Engagement • Social Commerce and Enterprise Social Networks o Role of Social Media in Business, Marketing, and Customer Relationships o Emerging Social Business Models and Entrepreneur Networks o Benefits and Limitations of Social Commerce for Businesses and Consumers • Internet of Things (IoT): o Concept and Business Applications o Smart Technologies: Smart Homes, Smart Cities, Wearable Gadgets, Connected Vehicles		
3	**Digital Business Ecosystems and Supply Chains**	20%	09
	• E-Commerce Mechanisms and Online Shopping Processes • E-Marketplaces: Types, Key Components, and Participants		

	• Disintermediation vs. Reintermediation in Digital Markets
	• Online Shopping Models: Webstores, Digital Malls, and Information Portals
	• Role of Digital Intermediaries (e.g., Aggregators, Marketplaces)
	• Digital Supply Chain Management:
	   o Evolution of Logistics and Distribution in the Digital Era
	   o Order Fulfillment, Make-to-Order (MTO), and Mass Customization
	   o Impact of Digital Technologies on Supply Chain Efficiency
	• Digital Payment Systems:
	   o Smart Cards, Mobile Payments, Digital Wallets, Cryptocurrencies
	   o Security, Ethical, and Legal Considerations in Digital Transactions		

4	**Digital Business Applications-1**	20%	09

	• **E-Retailing & Online Shopping:**
	   o Business Models, Opportunities, and Limitations
	   o Click-and-Brick Models and the Competition Between Online and Offline Retail
	   o Personalization & Customization in Digital Commerce
	• **Fintech & Digital Banking:**
	   o Mobile Banking, Virtual Banking, Online Trading, and InsurTech
	• **Digital Government & E-Governance:**
	   o Government-to-Citizen (G2C), Government-to-Business (G2B), and other models
	   o Role of Digital Platforms in Public Sector Services
	• **E-Learning & Online Education:**
	   o Growth of Online Universities, E-Books, and Digital Training Platforms
	
	Role of Social Networks in Learning & Development		

5	**Digital Business Applications-2**	20%	09
	• **Online Travel & Tourism:** o Characteristics, Benefits, and Competitive Landscape of Digital Travel Services • **E-Recruitment & Digital Job Markets:**		

		o Online Job Portals, Social Recruiting, Virtual Job Fairs, and Gig Economy Trends
		• **E-Health & Digital Healthcare:**
		  o Electronic Medical Records (EMR),
		    . Telemedicine, AI in Healthcare
		• **Digital Entertainment & Gaming:**
		  o Digital Media Platforms: Internet TV, Social TV, Streaming Services
		  o Mobile Gaming, Social Games, Gamification, and Virtual Entertainment
		  o Role of AI and Blockchain in Digital Content Monetization		

Suggested Textbooks:

1. "Introduction to E-Commerce & Social Commerce" – Turban E., Whiteside J., King D., Outland J. (Springer)
2. "E-Business and E-Commerce Management: Strategy, Implementation and Practice" – Dave Chaffey (Pearson Education)
3. "Electronic Commerce – A Managerial Perspective" – Efraim Turban, David King, Dennis Viehland, Jae Lee (Pearson Education)

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Master of Management Studies (MMS) Sem. IV

SE4: Software Project Management

(With Effect from A.Y. 2024-25)

Course Code:	SE4
Course Title:	Software Project Management
Credit:	4
Specialisation:	Systems
Specialisation Type:	Minor Elective
Teaching Per Week:	4
Course Objective:	This course aims to equip students with knowledge and skills required for effectively managing software projects by integrating project management principles, risk assessment techniques, cost estimation methods, and quality assurance strategies. The course also focuses on ethical and legal considerations in software project management while addressing the impact of emerging technologies.
Course Outcomes:	CO1: Understand the fundamentals of software project management, including methodologies, frameworks, and key success factors.
	CO2: Apply project planning techniques, effort estimation methods, and scheduling tools for successful software development.
	CO3: Analyze and manage risks, resource allocation, and cost estimation in software projects.
	CO4: Implement software quality assurance practices and evaluate project performance through monitoring and control mechanisms.
	CO5: Examine legal, ethical, and professional aspects related to software project management.
	CO6: Assess the impact of emerging technologies on software project management and adapt strategies accordingly.

Mapping of PSO with CO:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1						■	■
CO2						■	■
CO3						■	■
CO4						■	■
CO5					-	■	■
CO6						■	■

Course Contents:

Module No.	Topics:	Weightage	No of Classes
1	**Introduction to Software Management**	**20%**	**09**
	• Basics of Software Project Management (SPM) • Software Development Life Cycle (SDLC) Models • Agile, Waterfall, and Hybrid Approaches • Project Feasibility and Selection • Key Challenges in Software Project Management		
2	**Project Planning, Scheduling and Estimation**	**20%**	**09**
	• Project Scope and Requirement Analysis • Work Breakdown Structure (WBS) • Effort Estimation Techniques: COCOMO, Function Point Analysis • Scheduling Tools: Gantt Charts, PERT, CPM • Resource Management and Project Budgeting		
3	**Risk Management and Cost Control**	**20%**	**09**
	• Identifying and Analyzing Project Risks • Risk Mitigation and Contingency Planning • Cost Estimation and Control • Earned Value Management (EVM) • Contracting and Vendor Management		
4	**Software Quality Assurance and Project Monitoring**	**20%**	**09**
	• Quality Assurance and Testing Strategies • Software Metrics and Performance Evaluation • Project Monitoring and Control • Change Management and Version Control Case Studies on Successful and Failed Projects		
5	**Legal, Ethical, and Emerging Trends in Software Project Management**	**20%**	**09**
	• Intellectual Property Rights in Software Development • Ethical and Legal Issues in Software Project Management • Global Standards and Compliance (ISO, CMMI)		

	• Impact of Emerging Technologies: AI, Blockchain, Cloud Computing • Future of Software Project Management		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Software Project Management	Bob Hughes, Mike Cotterell, Rajib Mall	McGraw Hill
2	Software Project Management: A Unified Framework	Walker Royce	Pearson
3	Managing Software Projects	Frank F. Tsui, Orlando Karam, and Barbara Bernal	Jones and Bartlette Learning
4	Software Engineering: A Practitioner's Approach	Roger S. Pressman, Bruce R. Maxim	McGraw Hill