

Sheth NKTT College of Commerce and Sheth JTT College of Arts, Thane (Autonomous)

Credit Structure: Graduate Programme

As per NEP-2020

SEM V AND VI

(w.e.f. 2026-27)

T.Y.B.Com(Management Studies) 2026-27

	Semester V Subjects	Credits		Semester VI Subjects	Credits
Major Mandatory BMS501	Major 1 Marketing: Service Marketing	(4)	Major Mandatory BMI601	Major 1: Marketing: International Marketing	(4)
BMI502	Finance: Investment analysis and portfolio Mngt (IAPM)		BMP602	Finance: Project management (PM)	
BMH503	HR: Strategic Human resource management and human resource planning (SHRMHRP)	(4)	BMA603	HR: Human resource accounting and auditing (HRA)	
BMD504	Major 2: Marketing: E-commerce and Digital marketing (ECDM)		BMS604	Major 2 : Marketing: Sales and Distribution Management (SDM)	(4)
BMC505	Finance: Commodity and Derivative Market (CDM)		BMF605	Finance: Innovative Financial Services (IFS)	
BMP506	HR: Performance management and career planning (PMCP)	(2)	BMP606	HR: Human Resource Management in global perspective (HRM IN GP)	
BMK507	Major 3 Ancient Indian Management Practices and Thoughts		BMR607	Major 3 Marketing: Retail Management (RM)	(2)
			BMF608	Finance: International Finance (IF)	
			BMH609	HR: Finance for HR professionals and Compensation Management (FHRPCM)	
Major Elective BML508	Logistics and SCM /	(4)	Major Elective BMO610/	Operation Research /	(4)
BMM509	Business Research Methods		BMT611	Turnaround management	
Minor BMI510	Industrial Law II	(4)	Minor BMB612	Regulatory Frame Work for Business and Society	(4)
OE	-		OE	-	
VSC BMR511 / BME512	Corporate Communication and Public Relations / Search Engine Marketing	(2)	SEC		
FP/CEP BMG513	FP: Project Dissertation (As per specialization)	(2)	OJT BMJ613	OJT (As per specialization)	(4)
CC					
	Total	22			22

Sheth T. J. Education Society's
Sheth N.K.T.T College of Commerce and Sheth J.T.T College of Arts, Thane (W)
(AUTONOMOUS)

Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Marketing (Major 1)	
Name of the Dept: B.Com (Management Studies)	
Course Title: Service Marketing	
Course Code: BMS501	Course Level: 5.5
Type: Theory	
Course Credit: 04	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives (CO): (List the course objectives) • The course aims to help students understand the concepts and importance of services marketing. • The course aims to help students learn the elements of the services marketing mix. • The course aims to help students develop knowledge of service quality and productivity improvement. • The course aims to help students understand global strategies and recent trends in services marketing.	
Course Outcomes CO1: Learners will be able to explain the concepts and importance of services marketing. CO2: Learners will be able to apply the elements of the services marketing mix in service organizations. CO3: Learners will be able to analyze service quality and productivity improvement methods. CO4: Learners will be able to identify global strategies and recent trends in services marketing.	
This course provides a comprehensive understanding of Services Marketing, focusing on its concepts, importance, and unique characteristics. It equips learners with knowledge of the services marketing mix, service quality management, productivity improvement techniques, and global strategies along with emerging trends in the service sector.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Introduction of Services Marketing • Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services • Role of Services in Modern Economy, Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer Behaviour, Positioning a Service in the Market Place • Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty • Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change	15

II	Key Elements of Services Marketing Mix • The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping Flowcharting • Branding of Services – Problems and Solutions • Options for Service Delivery	15
III	Managing Quality Aspects of Services Marketing • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment	15
IV	Marketing of Services • International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry	15

References:

1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
2. Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition
3. Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
4. Harsh V.Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011
6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008
7. Govind Apte, Services Marketing, Oxford Press, 2004

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Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Finance (Major 1)	
Name of the Dept: B.Com (Management Studies)	
Course Title: Investment Analysis and Portfolio Management	
Course Code: BMA502	Course Level: 5.5
Type: Practical	
Course Credit: 4	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives (CO): 1. To make learner familiar with Basic concept of finance and investment 2. This course will enable the students to combine practical & theoretical knowledge of Risk & Return of a portfolio. 3. To make learner familiar with various techniques for construction of an efficient portfolio, optimal portfolio selection and market efficiency. 4. This course will enable the students to develop advanced evaluation techniques of securities.	
Course Outcomes (OC): CO1: Student will Learn fundamental concepts of finance, investment, investment avenues, and investor behaviour, and differentiate between investment, speculation, and gambling. CO2: Analyse and compute various components of risk and return, including systematic and unsystematic risk, beta, variance, and standard deviation, and apply these concepts to evaluate a portfolio's risk-return trade-off. CO3: Apply portfolio management techniques, construct an efficient portfolio, and evaluate optimal portfolio selection using fundamental analysis, technical analysis, and principles of market efficiency. CO4: Students will assess and evaluate securities and portfolios using advanced performance measurement tools such as Sharpe Ratio, Treynor Ratio, Jensen's Alpha, CAPM, CML, and SML to support informed investment decisions.	
The course aims to help Students understand the fundamentals of finance and investment, analyze risk and return, master portfolio construction techniques, and evaluate securities using advanced performance measurement tools to make informed investment decisions.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	a) Introduction to Investment Environment	15

	Introduction, Investment Process, Criteria for Investment, types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives. b) Capital Market in India Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks.	
II	Risk-Return Relationship a) Meaning, Types of Risk – Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification, Practical Problems on Calculation of Standard Deviation, Variance and Beta.	15
III	Portfolio Management and Security Analysis a) Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factor Affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. b) Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis – Basic Principles of Technical Analysis, Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	15
IV	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement a) Theories: Dow Jones Theory, Elliott Wave Theory, Efficient Market Theory. b) Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. c) Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems).	15
	Total	60

References:

1. Investment Analysis & Portfolio Management – Prasanna Chandra (Tata McGraw Hill)
2. Security Analysis & Portfolio Management – V.K. Bhalla (S. Chand)
3. Investment Management – V.A. Avadhani (Himalaya Publishing)
4. Investments – Zvi Bodie, Alex Kane, Alan Marcus (McGraw Hill)
5. Security Analysis – Benjamin Graham & David Dodd
6. Technical Analysis of Financial Markets – John Murphy

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Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Human Resource Management (Major 1)	
Name of the Dept: B.Com (Management Studies)	
Course Title: Strategic Human Resource Management and HR Policies	
Course Code: BMH503	Course Level: 5.5
Type: Theory	
Course Credit: 04	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives (CO): (List the course objectives) - To understand the basic concepts and role of Strategic Human Resource Management in achieving organizational goals. - To study various HR strategies and policies for effective human resource management. - To develop knowledge about formulation and implementation of HR policies. - To understand recent trends and technological developments in Strategic Human Resource Management.	
Course Outcomes : (List the course outcomes) CO1: Learners will be able to explain the concepts and models of Strategic Human Resource Management. CO2: Learners will be able to analyze different HR strategies and policies. CO3: Learners will be able to evaluate the role of HR policies in organizations. CO4: Learners will be able to identify recent trends in Strategic Human Resource Management.	
This course provides a comprehensive understanding of Strategic Human Resource Management (SHRM) and its role in aligning HR practices with organizational goals. It equips learners with knowledge of HR strategies, policy formulation and implementation, and familiarizes them with emerging trends and technological advancements in the HR domain.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	SHRM - An Overview - Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model - HR Environment –Environmental trends and HR Challenges • Linking SHRM and Business Performance	15
II	HR Strategies Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR	15

	Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance	
III	HR Policies Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organization, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony	15
IV	Recent Trends in SHRM - E- Mentoring - Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement - Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model - Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions Digital Transformation in HR Meaning of Digital HR , e-HRM Concept ,Online Recruitment, Digital Performance Management Artificial Intelligence in HR Meaning of AI in HR , AI in Recruitment , AI in Employee Evaluation , Advantages and Limitations Modern Work Practices Work from Home , Hybrid Work System . Flexible Working Hours , Work-Life Balance, • Emerging HR Trends Gig Workforce Meaning of Gig Workers, Advantages, Challenges Green HRM Meaning, Importance, Practices HR Analytics – Meaning , Importance, Applications	15
	Total	60

References

1. Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
2. Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
3. Strategic Human Resource Management, Tanuja Agarwal
4. Strategic Human Resource Management, Jeffrey A. Mello
5. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
6. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
7. Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

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Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Marketing (Major 2)	
Name of the Dept: B.Com (Management Studies)	
Course Title: E-Commerce and Digital Marketing	
Course Code: BMD504	Course Level: 5.5
Type: Theory	
Course Credit: 4	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives(CO): 1. To develop understanding of the concepts, features, and applications of E-Commerce and M-Commerce in modern business. 2. To familiarize students with E-Business models, applications, and website development concepts. 3. To provide knowledge of electronic payment systems, security, privacy, and legal issues related to E-Commerce. 4. To introduce students to digital marketing concepts, tools, and strategies used for online promotion and business growth.	
Course Outcomes : (List the course outcomes) CO1: Students will explain the concepts and applications of E-Commerce and M-Commerce. CO2: Students will understand E-Business models, applications, and website development pocesses. CO3: Students will analyze electronic payment systems, security, privacy, and legal issues in Commerce. CO4: Students will apply digital marketing tools and strategies for online business promotion.	
The course provides an overview of the concepts and applications of E-Commerce and E-Business in the digital economy. It covers the growth and impact of E-Commerce, various E-Business models, and important technologies such as CRM, ERP, and SCM. The syllabus also focuses on electronic payment systems, security, privacy, and legal issues related to online transactions. Additionally, it introduces students to digital marketing tools and techniques including SEO, social media marketing, online advertising, and web analytics used for promoting businesses in the digital environment.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Introduction to E-commerce Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Ecommerce Environmental Factors: Economic, Technological, Legal , Cultural & Social • Factors Responsible for Growth of E-Commerce, Issues in Implementing E Commerce, Myths of E-Commerce • Impact of E-Commerce on Business, Ecommerce in India • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce	15

II	E-Business & Applications E-Business: Meaning, Launching an E-Business, Different phases of Launching an E Business , Important Concepts in E-Business: Data Warehouse, Customer Relationship Management , Supply Chain Management, Enterprise Resource Planning Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E Delivery, E-Auction, E-Trading. Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website	15
III	Payment, Security, Privacy & Legal Issues in E-Commerce Issues Relating to Privacy and Security in E-Business ,Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. Types of Transaction Security E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000	15
IV	Digital Marketing Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Social Media Marketing. Podcasts & Vodcasts. Digital Marketing on various Social Media platforms. Online Advertisement, Online Marketing Research, Online PR , Web Analytics, Promoting Web Traffic, Latest developments and Strategies in Digital Marketing.	15
	Total	60

References

- 1) The Art of Digital Marketing – Wiley Publication
- 2) Marketing 4.0: Moving from Traditional to Digital – Wiley Publication
- 3) Digital Marketing For Dummies – Wiley Publication
- 4) Digital Marketing – McGraw Hill Education

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Programme Name: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Finance (Major 2)	
Name of the Dept: B.Com (Management Studies)	
Course Title: Commodity and Derivatives Market	
Course Code: BMC505	Course Level: 5.5
Type: Practical	
Course Credit: 4	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives (CO): 1. To make learner familiar with understand conceptual framework of Commodities and Derivatives Market. 2. This course will enable the students to learn various aspects related to Futures terminology, relationship Between Futures Price Expected Spot Price, Basis and Speculation and Arbitrage using Futures, Hedging. 3. This course will enable the students to learn various aspects related to Options and futures its terminology and option pricing model in detail which can be used in manging an Individual and organizational investment. 4. This course will enable the students to understand trading, clearing and settlement mechanism in derivatives market.	
Course Outcomes (OC): CO1: The students will understand conceptual framework of Commodities and Derivatives Market. CO2: The students will learn various aspects related to Futures terminology, relationship Between Futures Price Expected Spot Price, Basis and Speculation and Arbitrage using Futures, Hedging. CO3: The students will learn various aspects related to Options and futures its terminology and option pricing model in detail which can be used in manging an Individual and organizational investment. CO4: The students will understand trading, clearing and settlement mechanism in derivatives market.	
The course aims to help Students develop a strong conceptual understanding of commodities and derivatives markets, gain practical knowledge of futures and options terminology, pricing, speculation, arbitrage and hedging strategies, and learn the trading, clearing, and settlement mechanisms required to effectively manage individual and organizational investments.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Introduction to Commodities and Derivatives Market a) Introduction to Commodities Market: Meaning, History and Origin, Types of Commodities Traded Structure of Commodities Market in India, Participants in Commodities Market Trading in Commodities in India (Cash	15

	and Derivatives Segment), Commodity Exchanges in India and Abroad, Reasons for Investing in Commodities b) Introduction to Derivatives Market: Meaning, History and Origin, Elements of Derivative Contract, factors Driving Growth of Derivatives Market, Types of Derivatives, Type of Underlying Assets, Participants in Derivatives Market, Advantages and Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference Between Forward and Futures.	
II	Futures and Hedging Futures: Futures Contract Specification, Terminologies, Concept of Convergence, relationship Between Futures Price and Expected Spot Price, Basis and Basis Risk, Pricing of Futures Contract, cost of Carry Model. Hedging: Speculation and Arbitrage using Futures Long Hedge – Short Hedge, Cash and Carry Arbitrage, Reverse Cash and Carry Arbitrage, Payoff Charts and Diagrams for Futures Contract, Perfect and Imperfect Hedge.	15
III	Options and Option Pricing Models a) Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference Between Futures and Options Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts and Diagrams for Options Contract, Basic Understanding of Options Strategies. b) Option Pricing Models: Binomial Option Pricing Model, Black – Scholes Option Pricing Model.	15
IV	Trading, Clearing and Settlement in Derivatives Market and Types of Risk a) Trading, Clearing and Settlement in Derivatives Market: Meaning and Concept, SEBI Guidelines Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – Its Objectives and Functions, Settlement Mechanism – Types of Settlement. b) Types of Risk: Value of Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin	15
	Total	60

References:

1. Options, Futures & Other Derivatives – John C. Hull (Pearson)
2. Fundamentals of Futures & Options Markets – John C. Hull
3. Commodity Derivatives & Risk Management – T.V. Somanathan & T.N. Srinivasan (OUP)
4. Derivatives & Risk Management – Vohra & Bagri (McGraw Hill)
5. Financial Derivatives – S.L. Gupta (PHI)
6. Indian Commodity Market – H.R. Machiraju

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Programme Name:: B.Com (Management Studies)		Semester: V
Course Category/Vertical: Human Resource (Major 2)		
Name of the Dept: B.Com (Management Studies)		
Course Title: Performance Management and Career Planning		
Course Code: BMP506		Course Level: 5.5
Type: Theory		
Course Credit: 4		
Hours Allotted: 60		
Marks Allotted: 100		
Course Objectives (CO): (List the course objectives) 1. To understand the concept, evolution, process, and significance of performance management in organizations along with the role of technology and best practices. 2. To develop an understanding of performance planning, managing, appraisal, and monitoring along with strategies for effective implementation. 3. To understand ethical practices, challenges, and issues in performance management including managing underperformers and performance-related pay systems. 4. To study the concepts, models, and strategies of career planning and career development in organizations.		
Course Outcomes (OC): (List the course outcomes) CO1: Learners will be able to define and explain the concept, evolution, components, and process of Performance Management, and examine its importance and linkage with other HR functions. CO2: Learners will be able to understand and apply the Performance Management Process including performance planning, managing, appraisal, monitoring, and its linkage with compensation and high-performance teams. CO3: Learners will be able to analyze ethical issues, challenges, and key concerns in Performance Management, and evaluate methods for managing underperformers, potential appraisal, and performance-related pay systems. CO4: Learners will be able to explain the concepts and models of Career Planning and Career Development, and evaluate the role of mentors, organizations, employees, and technology in career growth and development.		
The course aims to help : The course aims to help students understand the concept and importance of performance management in organizations, develop skills to set clear performance expectations and measure individual performance using objectives and competencies, recognize the significance of career planning and development practices, and analyze as well as review various performance appraisal systems.		

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Performance Management – An Overview • Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle • Best Practices in Performance Management, Future of Performance Management. • Role of Technology in Performance Management	15
II	Performance Management Process • Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking • Performance Managing – Meaning, Objectives, Process • Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach • Performance Monitoring–Meaning, Objectives and Process • Performance Management Implementation – Strategies for Effective Implementation of Performance Management • Linking Performance Management to Compensation • Concept of High Performance Teams	15
III	Ethics, Under Performance and Key Issues in Performance Management • Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management • Under Performers and Approaches to Manage Under Performers, Retraining • Key Issues and Challenges in Performance Management • Potential Appraisal: Steps, Advantages and Limitations. • Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.	
IV	Career Planning and Development • Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning • Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives • Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model	
	Total	60

References

- Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.
- A .S. Kohli, T. Deb, Performance Management, Oxford University Press.
- Herman Aguinis, Performance Management ,Second edition, Pearson Education.

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(AUTONOMOUS)

Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Major 3	
Name of the Dept: B.Com (Management Studies)	
Course Title: Ancient Indian Management Practices and Thoughts	
Course Code: BMP507	Course Level: 5.5
Type: Theory	
Course Credit: 2	
Hours Allotted: 30	
Marks Allotted: 50	
Course Objectives (CO): (List the course objectives) 1.To understand the principles of Ancient Indian Management Practices in finance, marketing, and human resource management derived from classical Indian texts and traditions. 2.To analyze Ancient Indian Leadership and Administrative Styles through historical personalities and their management approaches.	
Course Outcomes : (List the course outcomes) CO1: Learners will be able to explain ancient Indian financial administration, marketing strategies, and HR practices and evaluate their relevance in modern management practices. CO2: Learners will be able to analyze leadership styles, administrative systems, and strategic decision-making reflected in ancient Indian leadership models.	
This course helps learners understand the management principles, leadership styles, and administrative systems practiced in ancient India. It enables them to explore how concepts from texts like the Arthashastra and Mahabharata can be applied to modern finance, marketing, HR, and leadership practices. Learners will also develop an appreciation of Indian Knowledge Systems and ethical management values in contemporary organizations.	

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Unit no.	Content	Hours
I	Ancient Indian Management Practices 1. Ancient Indian Finance Strategy: Historical Background: (Economic conditions of Vedic, Mauryan, and Gupta perio, Sources of information: <i>Arthashastra</i> , <i>Dharmashastras</i> , inscriptions, coins) State Treasury (Kosha): Structure and management of the royal treasury, Role of Sannidhata (Treasurer), Revenue sources: agriculture, trade, mines, war booty. Administration & Accounting : Financial officers: <i>Samaharta</i> , <i>Sannidhata</i> , <i>Ganaka</i> , <i>Scribes</i> , Methods of auditing and record-keeping, Anti-corruption measures in <i>Arthashastra</i> 2. Ancient Indian Marketing Strategy Chanakya's principles for trade, markets & competition from the <i>Arthashastra</i> , Ancient Indian trade practices: branding, pricing, packaging, Traditional Indian retail systems (haat, mandis, bazaars), “Value” in IKS → long-term customer relationships, not short-term profit, Ethical marketing through the lens of dharma, Chanakya approaches :Indian negotiation styles: Sam, dam, Dand, Bhed, Swadeshi movement → foundation of Indian	15

	branding 3. Ancient Indian Human Resource Management Strategies Recruitment & selection based on guna (Sattva, Rajas, Tamas), Training & development based on self-development and inner growth, Performance appraisal with a dharmic perspective Employee relations guided by empathy & mutual respect, Workplace ethics & code of conduct based on Indian values	
II	Ancient Indian Leadership and Administrative Style • Ancient Indian Leadership of Draupadi : Ethical & Dharma-Centered Leadership: Upholds righteousness, justice, truth, and moral integrity., Crisis Leadership & Resilience: Shows strength and composure during crises and guides the Pandavas., Administrative & Resource Management: Efficient management of household operations and resources., Conflict Resolution & Relationship Management: Maintains unity and handles interpersonal dynamics., Strategic & Risk-Aware Leadership: Identifies threats early and provides strategic advice. Diplomatic & Communication Skills: Persuasive, assertive, and respectful communication., Motivational & Inspirational Leadership: Encourages perseverance and moral action. Adaptability & Situational Leadership: Adjusts roles effectively across different situations. • Chatrapati Shivaji Maharaj: Guerrilla Warfare (Ganimi Kava), Fast, innovative military strategy., Use of terrain, speed, surprise attacks., Small, mobile units → high effectiveness, Administrative & Organizational Strength Strong systems, not just heroism. Ashta Pradhan Mandal (council of ministers). Efficient tax collection (Chauth, Sardeshmukhi). Fort placement was strategic—control of trade routes, coastal lines, and safe logistics.	15
		30

References:

1. Kautilya (Chanakya). **Arthashastra**. Translated by R. Shamasastri. Mysore Printing & Publishing House.
2. Rangarajan, L. N. (1992). **Kautilya: The Arthashastra**. Penguin Books.
3. Chakraborty, S. K. (1995). **Ethics in Management: Vedantic Perspectives**. Oxford University Press.
4. Chakraborty, S. K. (2007). **Management by Values**. Oxford University Press.
5. Balasubramanian, S. (2012). **Ancient Indian Management**. PHI Learning.
6. Padhy, K. C. (2014). **Management Thoughts in Ancient India**. Himalaya Publishing House.
7. Kulkarni, A. R. (2016). **The Marathas**. Diamond Publications.
8. Mehta, J. L. (2005). **Advanced Study in the History of Medieval India**. Sterling Publishers.
9. Bhandarkar, D. R. **Ancient Indian Polity and Administration**.

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(AUTONOMOUS)

Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Major Elective	
Name of the Dept: B.Com (Management Studies)	
Course Title: Logistics and Supply Chain Management (SCM)	
Course Code: BML508	Course Level: 5.5
Type: Theory	
Course Credit: 4	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives (CO): (List the course objectives) 1. To understand the fundamentals of Logistics and Supply Chain Management. 2. To analyse logistics mix elements and inventory decisions. 3. To apply forecasting and costing techniques in business scenarios. 4. To examine recent trends, digital transformation, and sustainability in logistics.	
Course Outcomes (OC): (List the course outcomes) CO1: Student will able to explain the fundamental concepts, objectives, and scope of Logistics and Supply Chain Management, including customer service and demand forecasting techniques. CO2: Student will able to analyze the components of logistics mix such as transportation, warehousing, materials handling, and packaging in organizational decision-making. CO3: Student will able to apply inventory management techniques and evaluate logistics costing and performance measurement systems for improving supply chain efficiency. CO4: Student will able to examine the role of information technology, infrastructure development, outsourcing, and global challenges in modern logistics and supply chain management.	
The course aims to develop an understanding of the fundamental concepts and functions of Logistics and Supply Chain Management. It seeks to equip learners with analytical and practical skills to manage logistics operations efficiently while addressing modern trends and global challenges in supply chain management.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hrs
I	Overview of Logistics and Supply Chain Management a) Introduction to Logistics Management: Meaning and Evolution of Logistics, Objectives, Importance & Scope, Basic Concepts: Logistical Performance Cycle, Inbound, In-process & Outbound Logistics, Integrated Logistics, Reverse Logistics, Green Logistics (Sustainability Perspective – NEP update), Logistic	15

	Mix, Changing Logistics Environment (E-commerce Impact) b) Introduction to Supply Chain Management: Meaning and Objectives, Functions & Participants of Supply Chain, Role of Logistics in SCM, Comparison: Logistics vs SCM, Channel Management & Channel Integration, Value Chain Concept c) Customer Service – Key Element of Logistics: Meaning and Objectives, Elements & Levels of Customer Service, Customer Service Metrics, Rights of Customers d) Demand Forecasting: Meaning & Objectives , Approaches & Methods, Quantitative Techniques: Simple Moving Average (Numerical), Weighted Moving Average (Numerical)	
II	Elements of Logistics Mix a) Transportation: Introduction & Principles, Participants in Transportation, Modes of Transportation: Railways, Roadways, Airways, Waterways, Pipeline, Intermodal Transportation, Factors Influencing Transportation Decisions, Transportation Infrastructure in India b) Warehousing: Meaning & Functions, Types of Warehouses, Warehousing Strategies, Factors Affecting Warehousing, Role of Warehousing in E-commerce c) Materials Handling: Meaning & Objectives, Principles, Equipment Used, Automation in Materials Handling d) Packaging: Objectives & Functions, Design Considerations, Types of Packaging Materials, Sustainable Packaging (Green Initiative Addition)	15
III	Inventory, Costing & Performance a) Inventory Management: Meaning & Objectives, Functions & Importance, Techniques: EOQ (Numerical), Reorder Level (Numerical) b) Logistics Costing: Meaning, Total Cost Approach, Activity-Based Costing, Mission-Based Costing c) Performance Measurement in Supply Chain: Meaning & Objectives, Types & Dimensions, Characteristics of Ideal Measurement System, Key Performance Indicators (KPIs) d) Logistical Network Analysis: Meaning & Objectives, Importance & Scope, RORO / LASH	15
IV	Recent Trends in Logistics & SCM a) Information Technology in Logistics: Role of IT in SCM, Logistical Information System, ERP & RFID, Blockchain in Supply Chain, AI & Data Analytics in Logistics b) Modern Logistics Infrastructure (India Focus): Golden Quadrilateral Dedicated Freight Corridor, Logistics Parks, Inland Container Depots Maritime Logistics, Multimodal Logistics c) Logistics Outsourcing: Meaning & Objectives, 3PL & 4PL, Advantages & Drawbacks, Selection of Service Provider, Value Proposition d) Logistics in Global Environment: Managing Global Supply Chain, Impact of Globalization, Global Issues & Challenges, Resilience & Risk Management (Post-pandemic inclusion)	15
	Total	60

References

1. David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics
2. Donald Waters, An Introduction to Supply Chain
3. Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services
4. Vinod Sople, Logistic Management - The Supply Chain Imperative
5. Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process
6. Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution

Management-

Understanding the Supply Chain

7. Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education
8. Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson
9. Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies

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Programme Name: B.Com.(Management studies)		Semester: V
Course Category/Vertical: Major Elective		
Name of the Dept: B.Com.(Management studies)		
Course Title: Business Research Methods		
Course Code: BMM 509		Course Level: 5.5
Type: Theory		
Course Credit: 4 credits		
Hours Allotted: 60 Hours		
Marks Allotted: 100 Marks		
Course Objectives(CO): 1. To introduce students to the basic concepts of research, including its meaning, objectives, types, research process, hypothesis formulation, and research design. 2. To familiarize students with sampling concepts, sampling techniques, and various methods of primary and secondary data collection. 3. To develop students' understanding of data processing, analysis techniques, and interpretation of research findings. 4. To equip students with knowledge of advanced statistical tools, hypothesis testing, report writing, and plagiarism management.		
Course Outcomes (OC): CO1: Students will be able to understand the fundamentals of research, formulate hypotheses, and select appropriate research designs for business and social science studies. CO2: Students will be able to apply suitable sampling methods and data collection techniques for conducting systematic and reliable research. CO3: Students will be able to process, analyze, and interpret research data using appropriate descriptive and inferential methods. CO4: Students will be able to test hypotheses using statistical techniques, prepare structured research reports, and ensure academic integrity by reducing plagiarism.		
Description of the course: This course introduces students to the fundamentals of research methodology, covering research concepts, research design, sampling techniques, and methods of data collection. It emphasizes data processing, analysis, interpretation, and hypothesis testing using statistical tools. The course also develops skills in research report writing and promotes academic integrity through an understanding of plagiarism and ethical research practices.		

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Introduction to Research 1.1 Meaning, objectives and importance of research, Types, Process 1.2 Hypothesis: Meaning, Definition, Importance and Steps Research design: Meaning, Definition, Importance, Steps	15
II	Sampling and Data Collection 2.1 Sampling: Meaning of Sample and Sampling, Methods of sampling - Probability sampling method: Simple Random, Stratified, Cluster, Multi-stage, Non-probability sampling method: Convenient, Judgement, Quota and Snowball 2.2 Data Collection: Types and Sources: Primary and Secondary Data Sources Primary data Collection method: Observation, Experiment, Interview, Survey- questionnaire designing, types of questions, scaling techniques: Likert and Semantic	15
III	Data Analysis and Interpretation 3.1 Processing of data: Meaning and essentials 3.2 Editing, Coding, Classification, Tabulation and Graphical representation 3.3 Analysis of Data: Meaning, Purpose and Types - Descriptive and Inferential Interpretation of data: Meaning, Essentials, Importance	15
IV	Testing of Hypothesis and Report writing 4.1 Advanced statistical techniques: One-sample t -test, Paired sample t-test, Independent Sample t-test, ANOVA, Chi-square 4.2 Factor Analysis, Correlation and Regression Analysis, Multi-dimensional scaling 4.3 Report writing: Meaning, Importance, Structure and Types, Process and Essentials of Good report Plagiarism: Meaning , Importance of plagiarism check, Paraphrasing, Methods of reducing plagiarism	15
	Total	60

References

- **Research Methodology** – N.G. Kale and M. Ahmed (Vipul Prakashan)
- **Research Methodology** – Dr. Nishikant Jha (Sheth Publication)
- **Research Methodology** – Dr. S. Sachdeva (LNA Books)
- **Research Methodology** – Dr. Ameya Patil and Dr. Mangesh Bhople (Nirali Prakashan)
- **Business Research Methodology** – Pushpender Kumar and Anupreet Kaur Mokha (Taxmann)

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Programme Name:: B.Com (Management Studies)	Semester: V
Course Category/Vertical: Minor	
Name of the Dept: B.Com (Management Studies)	
Course Title: Industrial Law II	
Course Code: BMI10	Course Level: 5.5
Type: Theory	
Course Credit: 04	
Hours Allotted: 60	
Marks Allotted: 100	
Course Objectives (CO): (List the course objectives) 1. To provide understanding of the Industrial Disputes Act, 1947 and the legal framework for prevention and settlement of industrial disputes. 2. To develop knowledge of grievance handling procedures and the concept of workers' participation in management. 3. To familiarize students with trade union structure, functions, and the process of collective bargaining. 4. To impart knowledge of industrial relations concepts, principles, and contemporary issues in India.	
Course Outcomes (OC): (List the course outcomes) CO1: Students will be able to understand the legal provisions relating to industrial disputes, including dispute resolution authorities, settlements, awards, strikes, lock-outs, lay-off, retrenchment, and closure. CO2: Students will be able to describe grievance redressal mechanisms and evaluate the objectives and various forms of workers' participation in management. CO3: Students will be able to understand grievance redressal mechanisms and evaluate the objectives and various forms of workers' participation in management. CO4: Students will be able to analyze the importance of industrial relations in India, identify key stakeholders, and evaluate emerging challenges in the field.	
The course aims to help to develop a comprehensive understanding of industrial relations by familiarizing students with dispute resolution mechanisms, grievance handling procedures, trade union functions, collective bargaining processes, and contemporary challenges in the Indian industrial context.	

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Industrial Disputes Industrial Disputes Act, 1947 Introduction, Object, Applicability, Definitions, Authorities, Award, Settlement, Strike, Lock-Out, Lay-off, Retrenchment, Closure.	15
II	Grievance Handling and Workers Participation in Management Grievance Handling Meaning of Grievance, Causes Grievances, Guidelines for Grievance Handling, Redressal Procedure in India. Worker's Participation in Management Meaning, Definition, Objectives, Types of Workers Participation.	15
III	Trade Unions and Collective Bargaining Trade Unions Meaning, Features, Objectives, Role, Functions, Types, Registration, Membership and Funds of Trade Union, Amalgamation and Dissolution of Trade Union, Structure of Trade Union in India, Problems of Trade Union in India. Collective Bargaining Meaning, Features, Importance, Scope, Collective Bargaining Process, Types, Growth of Collective Bargaining in India, Obstacles.	15
IV	Industrial Relations Meaning, Objectives, Characteristics of Good Industrial Relations System, Principles of Good IR, Need and Importance of IR, Major stakeholders in IR, Impact of Liberalisation, Privatisation and Globalisation on Industrial Relations, Issues and Challenges of Industrial Relations in India.	15
	Total	60

References:

1. **Srivastava, S. C.** – *Industrial Relations and Labour Laws*.
2. **Kapoor, N. D.** – *Elements of Industrial Law*.
3. **Malhotra, O. P.** – *The Law of Industrial Disputes*.
4. **Monappa, A.** – *Industrial Relations*.
5. **Venkata Ratnam, C. S.** – *Industrial Relations*.
6. **Sinha, P. R. N., Sinha, Indu Bala & Shekhar, Seema Priyadarshini** – *Industrial Relations, Trade Unions and Labour Legislation*.
7. **Aswathappa, K.** – *Human Resource Management*.

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Programme Name:: B.Com (Management Studies)		Semester: V
Course Category/Vertical: VSC		
Name of the Dept: B.Com (Management Studies)		
Course Title: Corporate Communication and Public Relations		
Course Code: BMR511		Course Level: 5.5
Type: Theory		
Course Credit: 2		
Hours Allotted: 30		
Marks Allotted: 50		
Course Objectives (CO): (List the course objectives) 1. To develop an understanding of the foundations, functions, and key concepts of corporate communication, including corporate identity, corporate image, media relations, employee communication, and crisis communication. 2. To familiarize learners with the principles and practices of public relations, including its evolution, environment, and theoretical frameworks, with special reference to the Indian and global context.		
Course Outcomes (OC): (List the course outcomes) CO1: Learners will be able to explain the concepts, functions, and significance of corporate communication, including corporate identity, corporate image, corporate reputation, media relations, employee communication, and crisis communication, and demonstrate their role in building effective organizational relationships and trust. CO2: Learners will be able to describe the fundamentals, evolution, environment, and theoretical approaches of public relations, and analyze their application in organizational and societal contexts at national and international levels.		
The course aims to help : This course aims to help learners develop a comprehensive understanding of corporate communication and public relations as essential tools for organizational success. It focuses on building knowledge about key communication concepts such as corporate identity, corporate image, media relations, employee communication, and crisis communication, while also introducing the principles, evolution, environment, and theories of public relations. The course is designed to enhance learners' ability to analyze communication situations, manage relationships with stakeholders, and apply appropriate communication strategies in professional and organizational contexts.		

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	<i>Foundation and Functions of Corporate Communication</i> a) Corporate Communication: Meaning, Importance and Scope b) Keys concept in Corporate Communication: Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning and Advantages c) Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations d) Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, e) Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building	15
II	<i>Understanding Public Relations</i> a) Fundamental of Public Relations: Introduction, Meaning, Importance of Public Relations, Objectives of Public Relations, Scope of Public Relations b) Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations c) Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues d) Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory	15
	Total	30

References

- Cornelissen, Joep P. — *Corporate Communication: A Guide to Theory and Practice*, Sage Publications.
- Argenti, Paul A. — *The Power of Corporate Communication*, McGraw-Hill.
- Cutlip, Scott M., Center, Allen H., & Broom, Glen M. — *Effective Public Relations*, Pearson.
- Wilcox, Dennis L., & Cameron, Glen T. — *Public Relations: Strategies and Tactics*, Pearson.

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Programme Name: B.Com (Management Studies)		Semester:VI
Course Category: VSC		
Name of the Dept: B.Com (Management Studies)		
Course Title: Search Engine Markting		
Course Code: BME512		Course Level:5.5
Type : Theory		
Course Credit: 02		
Hours Allotted: 30 Hours		
Marks Allotted: 50 Marks		
Course Objectives: 1) Understand the core principles of search engines, including their functionality, crawling, indexing, ranking mechanisms and apply keyword research methods 2) SEO-friendly web development techniques to design and build optimized websites and Analyze website performance using SEO analytics tools and recommend strategies for improvement based on data insights		
Course Outcomes: After the completion of the course, the learners would be able to: CO1: Describe how search engines work and explain the factors that influence webpage ranking, Use technical tools for keyword research CO2: Develop websites that are optimized for search engines, considering accessibility, content structuring, and URL hierarchy, Diagnose SEO issues using tools like Google Search Console, identify technical bottlenecks and implement solutions for improved site Performance		
This course introduces the fundamental concepts of search engines, including crawling, indexing, and ranking mechanisms. It focuses on keyword research techniques and the development of SEO-friendly websites using proper content structure, accessibility, and URL hierarchy. The course also emphasizes the use of SEO analytics tools to evaluate website performance and implement strategies for improving search engine visibility.		

Syllabus: NEP 2020 w.e.f 2026-27

Unit No.	Content	Hours
I	Introduction to Search Engines and their Fundamentals : Putting Search Engines in Context and Meeting Them Identifying Search Engine Users, Understanding the Search Engines: They're a Community, Finding the Common Threads among the Engines, Getting to Know the Major Engines, Understanding Metasearch Engines Search Fundamentals: Deconstructing Search, The Language of Search, Crawling, The Index, The Search Engine Results Page, Ranking Factors Keyword Research and SEO-Friendly Web Design Keyword Strategy : Researching Client Niche Keywords, Checking Out Seasonal Keyword Trends, The Words and Phrases That Define Business, Internal Resources for Keyword Research, External Resources for Keyword Research, Keyword Valuation, Acting on Keyword Plan, Periodic Keyword Reviews	15
II	Developing SEO Friendly Website Making Site Accessible to Search Engines, Creating Optimal Information Architecture, Root Domains, Subdomains, and Microsites, Optimization of Domain Names/URLs, Keyword Targeting, Content Optimization and Duplicate Issues, Controlling Content with Cookies and Session IDs, Content Delivery and Search Spider Control, Best Practices for Multilingual/Multicounty Targeting, Google's EEAT and YMYL, Domain Changes, Content Moves, and Redesigns SEO Optimization and Analytics Optimizing the Foundations : Meeting the Servers, Health and Fast Servers, Excluding Pages and Sites from the Search Engines, Creating 404 Error Pages, Dirty IPs , Serving Your Site to Different Devices, Selecting Domain Name, Discovering the Types of Redirects, Reconciling www and Non-www URLs, 301 Redirects, Inviting Spiders to Your Site, 302 Hijacks, Handling Secure Server Problems SEO Analytics and Measurement Why Measurement Is Essential in SEO, Analytics Tools for Measuring Search Traffic, Connecting SEO and Conversions, Diagnostic Search Metrics, Free SEO Specific Analytics Tools from Google and Bing, Auditing Websites for SEO Improvements, AI in Search Engine	15
	Total Hours	30

References:

1. Eric Enge, Stephen Spencer, Jessie Stricchiola, "The Art of SEO", 4th Edition, O'Reilly Media Inc, September 2023
2. Bruce Clay, Kristopher B. Jones, "Search Engine Optimization All-in-One For Dummies", 4th Edition, For Dummies, February 2022 (9 Books in One)

Scheme of Examination

Course with Credit	External Examination	Internal Examination	Total
Credit 4	60 marks	40 marks	100 marks
Credit 2	30 marks	20 marks	50 marks