



Bhartiya Vidya Bhavan's
**M. M. College of Arts, N.M. Institute
of Science, H.R.J. College of Commerce.**
(Bhavan's College) Autonomous
(Affiliated to University of Mumbai)
Syllabus for: TYBMS

Program: BMS

Program Code: BH.MANAGEMENT

Course Code: (BH.UBMS)

Choice Based Credit System (CBCS)
with effect from academic year 2023-24



PROGRAM OUTCOMES

PO	PO Description
PO	A student completing Bachelor's Degree in management program will be able to :
PO-1	The commerce and finance focused curriculum offers a number of specializations and practical exposures which would equip the student to face the modern-day challenges in commerce and business like Industries, Banking Sectors, Insurance Companies, Financing companies, Transport Agencies, Warehousing.
PO-2	After completing graduation, students can get skills regarding various aspects like Marketing Manager, Selling Manager, Administration abilities to run a company. Students can independently start up their own Business.
PO-3	Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group and act together as a group or a team in the interests of a common cause. Elicit views of others, mediate disagreements and help reach conclusions in group settings.
PO-4	The program will empower the student to appear in various competitive exams or choice a profession of their choice like CA, CS, UPSC, etc.
PO-5	Students undergoing this program learn to logically question assertions, to recognize patterns and to distinguish between essential and irrelevant aspects of problems. This helps them to learn behave responsibly in a rapidly changing interdependent society.
PO-6	This program will help students to enhance their employability for Government jobs, jobs in banking, insurance and investment sectors, data analysis jobs, and jobs in various other public and private enterprises.



PROGRAM OUTLINES

Semester-wise Distribution of Courses

Sr.No	COURSE CODE	TITLE OF PAPER	CREDITS	DISCIPLINE
SEMESTER V				
1	BH.UBMS.501	Investment Analysis & Portfolio Management	3	Elective course (Finance)
2	BH.UBMS.502	Wealth Management	3	Elective course (Finance)
3	BH.UBMS.503	Risk Management	3	Elective course (Finance)
4	BH.UBMS.504	Direct Taxes	3	Elective course (Finance)
5	BH.UBMS.505	Service Marketing	3	Elective course (Marketing)
6	BH.UBMS.506	E-Commerce & Digital Marketing	3	Elective course (Marketing)
7	BH.UBMS.507	Customer Relationship Management	3	Elective course (Marketing)
8	BH.UBMS.508	Strategic Marketing Management	3	Elective course (Marketing)
9	BH.UBMS.509	Logistics & Supply Chain Management	4	Core course
10	BH.UBMS.510	Corporate Communication & Public Relations	4	Ability enhancement course (AEC) compulsory
SEMESTER VI				
11	BH.UBMS.601	International Finance	3	Elective course (Finance)
12	BH.UBMS.602	Innovative Financial Services	3	Elective course (Finance)
13	BH.UBMS.603	Project Management	3	Elective course (Finance)
14	BH.UBMS.604	Strategic Financial Management	3	Elective course (Finance)
15	BH.UBMS.605	Brand Management	3	Elective course (Marketing)
16	BH.UBMS.606	Retail Management	3	Elective course (Marketing)
17	BH.UBMS.607	International Marketing	3	Elective course (Marketing)
18	BH.UBMS.608	Media Planning & Management	3	Elective course (Marketing)
19	BH.UBMS.609	Operations Research	4	Core course
20	BH.UBMS.610	Project Work	4	Ability enhancement course (AEC) compulsory


DETAILED SYLLABUS – SEMESTER V

Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Investment Analysis & Portfolio Management		Course Code: BH.UBMS.501	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
4	3	(Marks - 40)	(Marks: 60)
Course Objectives:			
1	To understand the difference between Investing and Trading		
2	To understand how stock market works and different indicators of the stock market		
3	To calculate the intrinsic value of the share		
4	To calculate the overall portfolio's risk and return		
Course Outcomes:			
1	The learner will get the difference between Investing and Trading and accordingly he can take the risk depend on the time and objective.		
2	The learner will understand different economic indicator and its impact on stock market indicator		
3	Learners will get the knowledge of basic concepts of investment, Trading and portfolio		
4	Learners will get the knowledge of calculating intrinsic value of security		
Preamble: Investment Analysis and Portfolio Management is a growing field in the area of finance. This module aims at creating a better understanding of the various concepts/principles related to investment analysis and portfolio management.			
Detailed Syllabus: (per session plan)			
UNIT	Description		Periods
1	INTRODUCTION TO INVESTMENT ENVIRONMENT		12
1.1	Introduction to Investment Environment - Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives		4
1.2	Capital Market in India - Introduction, Stock Market Index,		4



		The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages,	
	1.3	Concepts of Small cap, Large cap, Midcap and Penny stocks, Live company examples with risk depend on the market capitalisation of the company	4
2	RISK-RETURN RELATIONSHIP		12
	2.1	Meaning, Types of Risk- Systematic and Unsystematic risk, live examples of companies whose market price is affected by systematic or unsystematic risk	4
	2.2	Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.	4
	2.3	Meaning of return, its types, problems on Holding Period Return, Annualised Return and expected return	4
3	PORTFOLIO MANAGEMENT AND SECURITY ANALYSIS		12
	3.1	Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.	4
	3.2	Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Problems on Ratio Analysis (Only Analysis based on given Ratios),	4
	3.3	Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	4
4	THEORIES, CAPITAL ASSET PRICING MODEL AND PORTFOLIO PERFORMANCE MEASUREMENT		12
	4.1	Theories - Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory	4
	4.2	Capital Asset Pricing Model:: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line	4
	4.3	Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)	4
TOTAL LECTURES			48

Reference Books:

- 1 Investment Analysis and Portfolio Management, by y M. Ranganatham & R. Madhumathi , Publisher: Pearson Education India, January 1, 2004, ISBN-13 978-8177582291
- 2 Security Analysis Portfolio Management | Seventh Edition , by E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini , By Pearson , 30th October 2018, ISBN-13 978-9353066284



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| 3 | Investment Analysis and Portfolio Management 5th Edition, by Prasanna Chandra, McGraw Hill Education, 10th March, 2017, ISBN-13 978-9385965579 |
| 4 | Investment Analysis and Portfolio Management – I, Tybcom — Semester – V, by Farhat Fatma Shaikh, Vipul Publication |

Self Study Topic

- 3.3** Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators

Assessment pattern 60:40

Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.

Details of Continuous Internal Assessment (CIA)

Internal exam – MCQ - CIA 1: 20 Marks

Activity Assessment – CIA 2: 20 Marks

Assignment/project/survey/group discuss

Research Topic based on:

- 1** Fundamental Analysis of Different companies
- 2** Technical Analysis - Study on Candle stick chart, technical indicators on different companies



Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: WEALTH MANAGEMENT		Course Code: BH.UBMS.502	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To provide an overview of various aspects related to wealth management 2. To study the relevance and importance of Insurance in wealth management 3. To acquaint the learners with issues related to taxation in wealth management 4. To understand various components of retirement planning 			
<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Learners will get the knowledge of basic concepts and tools of wealth 2. Learners will understand the importance of insurance with practical aspects in it 3. Learners will be able to understand and resolve issues of taxation in wealth management. 4. Learners will get the knowledge of basic concepts and tools of retirement planning. 			
<p>Preamble: This being the important subject of finance elective gives an idea in detail about different avenues of wealth management and insurance and taxation. It also make students well versed with the retirement planning, will and Trust.</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	



1	<p>Introduction 1.1 Introduction To Wealth Management: · Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager (4 Lectures) 1.2 Personal Financial Statement Analysis: · Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. (4 Lectures) 1.3 Economic Environment Analysis: · Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent (4 Lectures)</p>	12
2	<p>Insurance Planning 2.1 Insurance Planning: · Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured (4 Lectures) 2.2 Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT (4 Lectures) 2.3 Investment Planning: · Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, LifeCycle based), Goal-based Financial Planning, Active & Passive Investment Strategies (4 Lectures)</p>	12
3	<p>Financial Mathematics/ Tax and Estate Planning 3.1 Financial Mathematics: · Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios) 3.2 Tax and Estate Planning: · Tax Planning Concepts, Assessment Year, Financial (4 Lectures)</p>	12
	<p>Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set- off 3.3 Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions (4 Lectures)</p>	
4	<p>Retirement Planning/ Income Streams & Tax Savings Schemes 4.1 Retirement Planning: •Introduction to Retirement Planning, Purpose & Need 4.2 Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment (4 Lectures) 4.3 Income Streams & Tax Savings Schemes: • Pension Schemes, Annuities– Type of Annuities, Various Income Tax Savings Schemes (4 Lectures)</p>	12
	Total No of Lectures	48



<p>Reference Books:</p> <ul style="list-style-type: none"> . Harold Evensky, Wealth Management, McGraw Hill Publication . NCFM, CFP, IIBF, etc, Wealth Management modules . Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication 		
<p>Self study topics: Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions</p>		
<p>Assessment pattern 60:40 Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks individual research and presentation on a given topic of life go</p>		

Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: RISK MANAGEMENT		Course Code: BH.UBMS.501	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
4	3	(Marks - 40)	(Marks: 60)
Course Objectives:			
1	To understand the different types of risk in business		
2	To Manage business risk based on different situation		
3	To know about Enterprise Risk Management		
4	To know about insurance sector and its related risk		



Course Outcomes:		
1	The learner will be able to act on different types of risk	
2	The learner will get techniques of ERM	
3	Students will be able to identify and analyze systematic and unsystematic risk	
4	Students will be able to understand risk related to insurance industry	
<p>Preamble: Risk Management is attempting to identify and then manage threats that could severely impact or bring down the Company. Generally, this involves reviewing operations of the Company, identifying potential threats to the Company and the likelihood of their occurrence, and then taking appropriate actions to address the most likely threats.</p>		
Detailed Syllabus: (per session plan)		
UNIT	Description	Periods
1	INTRODUCTION TO RISK MANAGEMENT AND CONTROL	12
	1.1 Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational	4
	1.2 Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations	4
	1.3 Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis,	4
2	RISK AVOIDANCE AND ERM	12
	2.1 Risk Hedging Instruments and Mechanism: Forwards, Futures, Options, Swaps and Arbitrage Techniques.	4
	2.2 Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory	4
	2.3 Enterprise Risk Management: Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis	4
3	RISK GOVERNANCE AND ASSURANCE	12
	3.1 Risk Governance: Importance and Scope of Risk Governance, Risk and Three Lines of Défense, Risk Management and Corporate Governance	4
	3.2 Risk Assurance: Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk	4
	3.3 Risk and Stakeholders Expectations: Identifying the Range of Stakeholders and Responding to Stakeholders Expectations	4
4	RISK MANAGEMENT IN INSURANCE	12
	4.1 Insurance Industry: Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary	4



<p>4.2 Players of Insurance Business: Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification</p>	<p>4</p>
<p>4.3 Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium</p>	<p>4</p>
<p>TOTAL LECTURES</p>	
<p>Reference Books:</p> <ol style="list-style-type: none"> 1 The Essentials of Risk Management: Michel Crouhy, Dan Galai, Robert Mark : MC Graw Hill Education, second edition, 16th February 2014, ISBN-13 978-0071818513 2 Risk Management , M/s Macmillan India Limited, 1st Sept, 2018, ISBN-13 978-9387914544 3 Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, year 2021, Himalaya Publishing House, 978-93-5051-500-6 4 Rushabha Publication/ Himalaya Publication / Sheth publication TYBMS SEMESTER V 	
<p>Self Study Topic</p> <ol style="list-style-type: none"> 1.1 Types of Risks 2.3 ERM Framework 	
<p>Assessment pattern 60:40</p> <p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>	
<p>Details of Continuous Internal Assessment (CIA)</p> <p>Internal exam – MCQ - CIA 1: 20 Marks</p> <p>Activity Assessment – CIA 2: 20 Marks</p> <p>Assignment/project/survey/group discuss</p> <p>Research Topic based on:</p> <ol style="list-style-type: none"> 1 Report on Different types of risks to companies from 2019 to 2022 	



Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Direct Taxes		Course Code: BH.UBMS.504	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p>Course Objectives: To understand the provisions of determining residential status of individual To study various heads of income To study deductions from total income To compute taxable income of Individuals</p>			
<p>Course Outcomes: Learners will be able to know the basic and in depth criterias of residential status of individual Learners will understand the details of heads of income and how to compute the income from different heads. Learners will be able to calculate total income and net taxable income</p>			
<p>Preamble: This being the important subject of finance elective gives an idea in detail about different heads of income and deductions from total income. Even this subject enable a student about advance tax and set off.</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	



1	Definitions and Residential Status Basic Terms (S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Determination of Residential Status of Individual Scope of Total Income (S.5)	12
2	Heads of Income – I Income from Salary (S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)	12
3	Heads of Income – II 3.1 Capital Gain (S. 45, 48, 49, 50 and 54) Income from other sources (S.56- 59) Exclusions from Total Income (S.10) (Exclusions related to specified heads to be covered with relevant heads of income)	12
4	Deductions under Chapter VI A , Computation of Taxable Income of Individuals. Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA Computation of Total Income and Taxable Income of Individuals	12
	Total No of Lectures	48
<p>Reference Books: Income Tax Act- Bare act Dr V K Singhania-Direct Tax Law & Practice</p>		
<p>Self study topics: Scope of Total Income (S.5)</p>		
<p>Assessment pattern 60:40 Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks Assignment/project/survey/group discuss</p>		



Programme: T. Y. B. COM. (BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Service Marketing		Course Code: BH.UBMS.505	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week) 04	Credits 03	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
		(Marks - 40)	(Marks: 60)
		40	60
<p>Course Objectives:</p> <p>To understand distinctive features of services and key elements in service marketing.</p> <p>To provide insights into ways to improve service quality and productivity.</p> <p>To understand marketing of different services in India context</p> <p>To understand marketing elements interms of International and global perspective.</p>			
<p>Course Outcomes:</p> <p>Learner will be able to build a career in field of marketing</p> <p>Learner will get insight into difficulties faced by production hubs while providing services</p> <p>Learner will learn Marketing model which will help them in future to improve service quality</p> <p>Learner will learn about recent trends in marketing of services</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	
1	1.1 Introduction of service marketing : Service marketing concepts, distinctive characteristics of services, Service marketing triangle, Purchase process for services, Marketing challenges of services.	4	
	1.2 Role role of services in modern economy, Services marketing environment. Goods versus service marketing, Goods service continuum.	4	
	1.3 Consumer behaviour, positioning a service in the marketplace Variation in consumer involvement, impact of service recovery efforts on consumer loyalty. Type of contact: high contact services and low contact services. Sensitivity to customer reluctance to change	4	
2	2.1 Key Elements of Service Marketing Mix: The service product, Pricing mix, Promotion and Communication, place/distribution of services, People, Physical Evidence, Process	4	



	service mapping - flowcharting	
	2.2 Branding of services	4
	2.3 Problems and Solution	4
3	3.1 Managing Quality Aspect of Service Marketing: Improving Service Quality and Productivity.	3
		3
	3.2 Service Quality - GAP model, Benchmarking, Measuring Service Quality - Zone of tolerance. The SERVQUAL Model.	3
		3
	3.3 Defining productivity - Improving productivity Demand and Capacity Alignment.	3
		3
4	4.1 Marketing of services: International and Global Strategies in Service Marketing: services in the Global Economy - Moving from domestic to transnational marketing.	3
		3
	4.2 Factors Favouring Transnational Strategy. Elements of Transnational Strategy	3
		3
	4.3 Recent Trend in Marketing of Services in Tourism, Hospitality , Healthcare, Banking, Insurance, Education, IT and entertainment industry. Ethics in service marketing: Meaning, Importance, Unethical Practices in service sector, Social Media Marketing for Services	3
	Total No. of Lectures	48
<p>Reference Books: Service Marketing (Indian Context) publication- Himalayan publishing house written by Dr. K karunakaran Service Marketing Integrated Customer focus across globe Publication - Mcgraw hill Education written by Varlele A. Zeithami and Ajay pandit 7th Edition</p>		
<p>Assessment pattern 60:40</p>		
<p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		
<p>Details of Details of Continuous Internal Assessment (CIA) CIA 1 –20 marks - CLASS TEST CIA-2 – 20 marks - Project / Assignment / Presentation / Viva</p>		



Programme: T. Y. BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: E-Commerce & Digital Marketing		Course Code: BH. UBMS.506	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p><u>Course Objectives:</u></p> <ol style="list-style-type: none"> 1. To understand the increasing significance of E-Commerce and its applications in Business and Various Sectors. 2. To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business. 3. To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organization. 4. To analyze the market and make plans and strategies on different digital platforms and advertising for organizations to grow and expand the business. 			
<p><u>Course Outcomes:</u></p> <ol style="list-style-type: none"> 1. E-Commerce and Digital Marketing is introduced in TYBMS to develop the skills of the BMS students for proper social communication through different e-commerce platforms. 2. it's application in real time with learning of website designing and process of gateway payments. 3. To know how different payment, security, private and legal issues are there. 4. how to get solutions to it through digital marketing processes. 			
Detailed Syllabus: (per session plan)			
Unit	Description		Periods
	n		



<p>1</p>	<p>Introduction to E-commerce:</p> <p>1.1 Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce (4L)</p> <p>1.2 Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social, Factors Responsible for Growth of E-Commerce, Issues in Implementing ECommerce, Myths of E-Commerce, Impact of E-Commerce on Business, Ecommerce in India (4L)</p> <p>1.3 Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education, Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce (4L)</p>	<p>12</p>
<p>2</p>	<p>E-Business & Applications:</p> <p>2.1 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. (4L)</p> <p>2.2 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. (4L)</p> <p>2.3 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. Steps for building Website (Practical – Building Website). (4L)</p>	<p>12</p>
<p>3</p>	<p>Payment, Security, Privacy & Legal Issues in E-Commerce:</p> <p>3.1 Issues Relating to Privacy and Security in E-Business, Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. (5L)</p> <p>3.2 Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. Types of Transaction Security. (4L)</p> <p>3.3 E-Commerce Laws: Need for E-Commerce laws, E- laws in India, Legal Issues in E-commerce in India, IT Act 2000 (3L)</p>	<p>12</p>



4	<p>Digital Marketing:</p> <p>4.1 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, Podcasts & Vodcasts. (5L)</p> <p>4.2 Digital Marketing on various Social Media platforms, Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic (4L)</p> <p>4.3 Latest developments and Strategies in Digital Marketing. (3L)</p>	12
	Total No of Lectures	48

Reference Books:

- D Nidhi, E-Commerce Concepts and Applications, Third Edition, International Book house P.ltd
- Seema Gupta
- Bajaj Kamlesh K, E-Commerce- The cutting edge of Business
- Whiteley David, E-Commerce Technologies and Applications
- E-Business & E-Commerce Management 3rd Edition, Pearson Education

Self study topics: Brick and mortar, Importance, advantages and disadvantages.

Assessment pattern 60:40

Passing Criteria. Learners must pass with 40% marks in each component (Internal and External) separately.

Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks – Case study-based project and survey.



Program: T.Y.B.M.S. (BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Customer Relationship Management		Course Code: BH.UBMS.507	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week) 04	Credits 03	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
		(Marks - 40)	(Marks: 60)
		40	60
<p><u>Course Objectives:</u> To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management. To provide insight into CRM marketing initiatives, customer service and designing CRM strategy.</p>			
<p>To understand new trends in CRM, challenges and opportunities for organizations.</p>			
<p><u>Course Outcomes:</u> Learner will be able to build a career in field of marketing. Learner will get insight into difficulties faced by production hubs while providing services. Learner will learn Marketing model which will help them in future to improve service quality. Learner will learn about recent trends in marketing of services.</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	
1	<p>Introduction to Customer Relationship Management: Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners. Objectives, Benefits of CRM to Customers and Organizations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM. Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges.</p>	12	



2	<p>CRM Marketing Initiatives, Customer Service and Data Management: CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behavior Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing. CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management. CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalization and Collaborative Filtering, Data Reporting.</p>	12
3	<p>CRM Strategy, Planning, Implementation and Evaluation:</p> <p>Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits.</p> <p>Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy.</p> <p>Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps-Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement. CRM Evaluation: Basic Measures: Service Quality, Customer</p>	12
	<p>Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change.</p>	
4	<p>CRM New Horizons: E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling. Social Networking and CRM, Mobile-CRM, CRM Trends, Challenges and Opportunities. Ethical Issues in CRM</p>	12
	<p>Total No. of Lectures</p>	48
	<p>Self-study topic: CRM and Customer Service, Understanding Customers needs.</p>	



Reference Books:

Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill. ·
Ed Peelen, Customer Relationship Management, Pearson Education.
Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press. · Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education. · Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.

Assessment pattern 60:40

Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.

Details of Details of Continuous Internal Assessment (CIA)

CIA 1 –20 marks - CLASS TEST

CIA-2 – 20 marks - Project / Assignment / Presentation / Viva



Programme: T. Y. BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Strategic Marketing Management		Course Code: BH. UBMS.508	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<u>Course Objectives:</u>			
<ol style="list-style-type: none"> 1. To understand marketing strategies and their impact on business models. 2. To learn strategic marketing tactics related to product, price, service, brand, positioning, incentives and communication for business growth. 3. To learn the various marketing strategies adopted by Companies to create a competitive advantage. 4. To understand price, promotion distribution planning and strategy and its implementation by organization in different environment. 			
<u>Course Outcomes:</u>			
<ol style="list-style-type: none"> 1. Strategic Marketing Management is introduced in TYBMS to develop the skills of the BMS students for details about what is strategy. 2. How to make strategies for all the levels of business through different aspects and it's application in real time. 3. To know how segmenting, positioning, and targeting works in different markets and environments. 4. Decision making for pricing, promotion and distribution work strategically and how to plan and its effect in the market. 			
Detailed Syllabus: (per session plan)			
Unit	Description		Periods



<p>1</p>	<p>Introduction to Strategic Marketing Management:</p> <p>1.1 Marketing: Nature of Marketing, marketing as an art, science and business discipline, marketing as a value creation process, Strategic decisions: Nature of strategy, the marketing strategy interface, difference between marketing planning and strategic planning (4L)</p> <p>1.2 Identifying the market: The five C framework-customer, company, collaborator, competitor, context, The 7 tactics of Marketing mix: Product, service, brand, price, incentives, communication and distribution (4L)</p> <p>1.3 Business Model and Strategic Marketing Planning: Meaning, Role of Business models in marketing management, Strategies for developing a business model: top-down business model generation, bottom-up business model generation. (4L)</p>	<p>12</p>
<p>2</p>	<p>Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing:</p> <p>2.1 Segmentation: Essence of segmentation, Factors to be considered while segmenting, key segmenting principles- relevance, similarity, exclusivity.</p> <p>Identifying Target Customers: Factors to be considered while targeting, targeting Strategies-One for all strategy, one for each strategy, Strategic Targeting criteria: target attractiveness, target compatibility Essential strategic assets for target compatibility: business infrastructure, collaborator networks, human capital, intellectual property, strong brands, established customer base, synergistic offerings, access to scarce resources and capital. (5L)</p> <p>2.2 Creating Customer Value through Positioning: Role of strategic positioning, strategic positioning options: The quality option, value option, the pioneer, a narrow product focus, target segment focus; strategies for creating superior customer value. (3L)</p> <p>2.3 Creating Company Value: Understanding Company Value: Monetary, functional and psychological value; strategically managing profits--increasing sales revenue--through volume, optimizing price, lowering costs Creating Collaborator Value: Meaning of collaborators, collaboration as business process, advantages and drawbacks of collaboration, levels of strategic collaboration: explicit, implicit; alternatives to collaboration: horizontal and vertical integration, managing collaborator relations; (gaining collaborator power: offering differentiation; collaborator size, strategic importance, switching costs. (4L)</p>	<p>1 2</p>
<p>3</p>	<p>Strategic Decisions in Product, Services and Branding;</p> <p>3.1 Managing Product and Services: factors affecting product and service decisions performance, consistency, reliability, durability, compatibility, ease of use, technological design, degree of customization, physical aspects, style, packaging. Managing New Products: Forecasting new product demand using Primary Data and secondary data: offering specific forecasting, forecasting by analogy, category-based forecasting. (3L)</p> <p>3.2 New product adoption: Understanding new product adoption, factors influencing diffusion of new offering, new product development process, managing risk in new</p>	<p>1 2</p>



	<p>products- market risk and technological risk, Moore’s Model of adoption of new technologies, managing product life cycle at various stages, extending Product life cycle. (3L)</p> <p>3.3 Managing Product Lines: Managing vertical, upscale, downscale, horizontal product-Line Extensions, Managing Product Line Cannibalization, Managing Product lines to gain and defend market position-The Fighting Brand Strategy, The sandwich strategy, The Good better-best strategy. (3L)</p> <p>Brand Tactics: Brand: Meaning, brand identity, brand as value creation process brand hierarchy- Individual and umbrella branding, brand extension: vertical and horizontal, brand equity and brand power, measuring brand equity-cost based approach, market-based approach and financial based approach. (3L)</p>	
4	<p>Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management</p> <p>4.1 Managing Price: Major approaches to strategic pricing-cost based pricing, competitive pricing, demand pricing; Price sensitivity: meaning, psychological pricing, Five psychological pricing effects: reference price effects, price quantity effects, price tier effects, price ending effects, product line effects; Understanding competitive pricing and price wars: factors affecting price wars, Approach for developing a strategic response to competitors price cut, Other pricing strategies-captive pricing, cross price elasticity, deceptive pricing, everyday low pricing, experience curve pricing, loss leader pricing, horizontal price fixing, price signaling. (4L)</p> <p>4.2 Managing Promotions and incentives: Promotion mix strategy, Factors affecting strategic decisions in promotion mix, Promotion expenditure strategy, Methods to determine promotion expenditure- Breakdown Method, Buildup Method, Push and Pull promotions. Managing incentives as a value creation process, Goals of using customer incentives, Monetary incentives for customers, Non-monetary incentives for customers. Collaborator incentives meaning, monetary incentives-slotting allowance, stocking allowance, cooperative advertising allowance, market development allowance, display allowance, spiffs (4L)</p> <p>4.3 Managing distribution: Distribution as value creation process, distribution channel design process- Channel structure: Direct, indirect and hybrid channel; channel coordination- common ownership, contractual relationship, implicit channel coordination; channel type, channel coverage, channel exclusivity Strategic Growth Management: Gaining market position: strategies to gain market position: steal share strategy, market growth strategy, market innovation strategy; Pioneering new markets: Meaning, Types of Pioneers: technology, product, business model, markets; benefits and drawbacks of being a Pioneer. Defending market position: Strategies to defend market position- ignoring competitors’ action, repositioning the existing offer- repositioning to increase value for current customers, repositioning to attract new customers (4L)</p>	1 2
	Total No of Lectures	4 8



<p>Reference Books:</p> <ul style="list-style-type: none"> ● Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition ● Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
<p>Self study topics: Marketing, Marketing as art, Marketing as science.</p>
<p>Assessment pattern 60:40 Passing Criteria. Learners must pass with 40% marks in each component (Internal and External) separately.</p>
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks – Case study based project and survey.</p>

Programme: T.Y.B.COM.(BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Logistics & Supply Chain Management		Course Code: BH.UBMS.509	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week) 04	Credits 04	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
		40	60
<p><u>Course Objectives</u> To provide students with basic understanding of concepts of logistics and supply chain management To introduce students to the key activities performed by the logistics function To provide an insight in to the nature of supply chain, its functions and supply chain systems To understand global trends in logistics and supply chain management.</p>			



Course Outcomes:		
<p>learner will understand about logistics and its element.</p> <p>learner will understand about supply chain management and its performance measurement.</p> <p>Learner will get insight knowledge about supply chain and its function.</p> <p>Learner will acquire knowledge about logistic in global environment.</p>		
Detailed Syllabus: (per session plan)		
Unit	Description	Periods
1	<p>Overview of Logistics and Supply Chain Management</p> <p>1.1 Introduction to Logistics Management Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound, Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics, Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</p> <p>1.2 Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</p>	<p>4</p> <p>4</p>
	<p>1.3 Demand Forecasting Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</p>	4



<p>2</p>	<p>Elements of Logistics Mix</p> <p>2.1 Transportation : Introduction, Principles and Participants in Transportation, Transport, Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation, Future of transportation Warehousing : Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</p> <p>2.2 Materials Handling : Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p>2.3 Packaging : Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs. Reduce packaging waste , Case study of Amazon.</p>	<p>4</p> <p>4</p> <p>4</p>
<p>3</p>	<p>3.1 Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</p> <p>3.2 Inventory Management : Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)Logistics Costing : Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p>3.3 Performance Measurement in Supply Chain : Meaning, Objectives of Performance Measurement, Types of Performance, Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System, Logistical Network Analysis : Meaning, Objectives, Importance, Scope, RORO/LASH</p>	<p>4</p> <p>4</p> <p>4</p>
<p>4</p>	<p>Recent trend in logistic and supply chain management</p> <p>4.1 Information Technology in Logistics : Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management,</p>	<p>4</p>



	<p>Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure</p> <p>4.2 Modern Logistics Infrastructure : Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains, Logistic Outsourcing : Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition</p> <p>4.3 Logistics in the Global Environment : Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management , Future prospect of logistics</p>	<p>4</p> <p>4</p>
	<p>Total No. of Lectures</p>	<p>48</p>
<p>Supply chain Management: A logistics Approach by John J Goyle.</p> <p>Essential of supply chain management by Michael Hugos.</p> <p>Supply chain management - strategy, planning and operations.</p>		
<p>Assessment pattern 60:40</p> <p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		
<p>Details of Details of Continuous Internal Assessment (CIA)</p> <p>CIA 1 –20 marks - CLASS TEST</p> <p>CIA-2 – 20 marks - Project / Assignment / Presentation / Viva</p>		



Programme: T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: V	
Course: Corporate communication and public relations		Course Code: BH. UBMS.510	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	04	40	60
<p><u>Course Objectives:</u></p> <ol style="list-style-type: none"> 1. To provide the students with basic understanding of the concepts of corporate communication and public relations. 2. To introduce the various elements of corporate communication and consider their roles in managing organizations. 3. To examine how various elements of corporate communication must be coordinated to communicate effectively. 4. To develop critical understanding of the different practices associated with corporate communication 			
<p><u>Course Outcomes:</u></p> <ol style="list-style-type: none"> 1. Corporate communication and public relations is introduced in TYBMS to develop the skills of the BMS students for details about what is corporate communication and what is public relations. 2. How and why it is different and important. 3. To know how various strategies, technology and elements work in the modern environment. 4. To know how to practice communication skills in real time and planning and implementation of strategies for public relations. 			
<p>Detailed Syllabus: (per session plan)</p>			
Unit	Description	Periods	



<p>1</p>	<p>Corporate Communication: 1.1 Scope and Relevance · Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario, Keys concept in Corporate Communication (4L) 1.2 Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation (4L) 1.3 Ethics and Law in Corporate Communication - Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright act, Digital piracy, RTI. (4L)</p>	<p>12</p>
<p>2</p>	<p>Understanding Public Relations 2.1 Fundamental of Public Relations: · Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business (3L) 2.2 Public Relations Environment: · Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues, Theories used in Public Relations: · Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory (6L)</p>	<p>12</p>
<p>3</p>	<p>Functions of Corporate Communication and Public Relations 3.1 Media Relations: · Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations (3L) 3.2 Crisis Communication: · Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building, Financial Communication: · Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising (5L)</p>	<p>12</p>



4	<p>Emerging Technology in Corporate Communication and Public Relations</p> <p>4.1 Contribution of Technology to Corporate Communication · Introduction, Today’s Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) (4L)</p> <p>4.2 Information Technology in Corporate Communication · Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation (4L)</p> <p>4.3 Corporate Blogging · Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog. Process for creating blog – Practical (4L)</p>	12
	Total No of Lectures	48

<p>Reference Books:</p> <ul style="list-style-type: none"> ● Richard R. Dolphin, The Fundamentals of Corporate Communication ● Joep Cornelissen, Corporate Communications: Theory and Practice ● James L.Horton,Integrating Corporate Communication:The Cost Effective Use of Message & Medium ● Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach ● Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
<p>Self study topics: Code of ethics and media law</p>
<p>Assessment pattern 60:40 Passing Criteria. Learners must pass with 40% marks in each component (Internal and External) separately.</p>
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks – Case study-based project and survey.</p>



Programme: Second year in Bachelor of Management Studies (T.Y. BMS)				Semester : VI	
Course: International Finance				Course Code: BH.UBMS.601	
Teaching Scheme			Evaluation Scheme(Theory)		
Lecture (Periods per week)	Practical (Periods per week per batch)	Tutorial (Periods per week per batch)	Credits (Theory + Practical)	Continuous Internal Assessment (CIA) (Marks – 40)	End Semester Examination (ESE) (Marks: 60)
04	NA		03	40	60
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To understand Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives 2. To learn about the Taxation System and its Legal Aspects. 3. To understand about the Balance of Payment and its components. 4. To familiarize the student with the fundamental aspects of various issues associated with International Finance 					
<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. The students will learn about the importance of International Finance 2. The students will get an understanding of International Equity Markets and its Benchmarks. 3. The student will understand about international institutions, its objectives. 4. The student will learn the international Tax environment, International Project Management 					
<p>Preamble: International Finance is a section of financial economics which deals with the macroeconomic relation between two countries and their monetary transactions. The concepts like interest rate, exchange rate, FDI, FPI and currency prevailing in the trade come under this type of finance</p>					
<p>Detailed Syllabus: (per session plan)</p>					
Unit	Description				Periods
1	Fundamentals of International Finance				12



	<p>1.1 Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p>1.2 Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</p> <p>1.3 International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System - An introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct & Indirect Rates Cross Currency Rates Spread & Spread % Factors Affecting Exchange Rates</p>	<p>3</p> <p>3</p> <p>6</p>
2	<p>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</p> <p>2.1 Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>2.2 International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p> <p>2.2 Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India</p>	<p>12</p> <p>5</p> <p>4</p> <p>3</p>



3	<p>World Financial Markets & Institutions & Risks</p> <p>3.1 Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market</p> <p>3.2 International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</p> <p>3.3 International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market - International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</p>	<p>12</p> <p>4</p> <p>4</p> <p>4</p>
4	<p>Foreign Exchange Risk, Appraisal & Tax Management</p> <p>4.1 Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</p> <p>4.2 International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</p> <p>Context, Practice of Investment Appraisal</p>	<p>12</p> <p>3</p> <p>3</p> <p>6</p>
	Total	48
Deleted Syllabus –		



<p>Reference Books: International Financial Management by Eun and Resnick , 4th edition Tata McGraw Hill, January 2006 International Finance by Rajiv Srivastav , Oxford University Press, 2010 International Finance , by Maurice Levi , 5th edition , Mc Graw Hill, 6th May 2009 International Economics by Carbaugh 11th Edition , Cengage Learning, 2006</p>
<p>Self-Study Topics – 4.1 - Foreign Exchange Risk Management</p>
<p>Assessment pattern 60:40 Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks Assignment/project/survey/group discussions Research Report on Different Tax regimes of different countries</p>



Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: INNOVATIVE FINANCIAL SERVICES		Course Code: BH.UBMS.602	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p><u>Course Objectives:</u> To familiarize the learners with the fundamental aspects of various issues associated with various Financial Services To give a comprehensive overview of emerging financial services in the light of globalization To Introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services. To understand the the process of creating new financial or investment products, services, or processes.</p>			
<p><u>Course Outcomes:</u> Learners will get the knowledge of basic workings of financial services and institutions Learners will understand the importance of financial services workings after globalization Learners will get the knowledge about the functioning of financial services. Learner will get deep understanding about the process and current innovation in financial services</p>			
<p>Preamble: This being the important subject of finance elective gives an idea in detail about different financial services their functioning and processes.</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	
1	<p>Introduction to Traditional Financial Services</p> <p>1.1 Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework</p>	4	



	<p>1.2 Factoring and Forfaiting: · Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring,</p> <p>1.3 Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems. Bill Discounting: · Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</p>	<p>4</p> <p>4</p>
2	<p>Issue Management and Securitization</p> <p>2.1 Issue Management and Intermediaries: · Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <p>2.2 Stock Broking: · Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal Derivative Trading)</p> <p>2.3 Securitization: · Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitised Assets, Benefits of Securitization, New Guidelines on Securitization Financial Services and its Mechanism</p>	<p>4</p> <p>4</p> <p>4</p>
3	<p>Financial Services and its Mechanism</p> <p>3.1 Lease and Hire-Purchase: Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.</p> <p>3.2 Housing Finance: · Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies</p> <p>3.3 Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>	<p>4</p> <p>4</p> <p>4</p>



4	<p>Consumer Finance and Credit Rating</p> <p>4.1 Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance</p> <p>4.2 Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. Smart Cards- Features, Types, Security Features and Financial Applications, Future of plastic money</p> <p>4.3 Credit Rating: Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating</p>	4 4 4
	Total No of Lectures	48
<p>Reference Books:</p> <p>IM Pandey, Financial Management, Vikas Publishing House Ltd.</p> <p>Khan M. Y., Financial Services, McGraw Hill Education.</p> <p>Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.</p> <p>Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House</p>		
<p>Self study topics: Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. · Smart Cards- Features, Types, Security Features and Financial Applications</p>		
<p>Assessment pattern 60:40</p> <p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks Assignment/project/survey/group discuss</p>		



Programme: T. Y BMS. (BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: Project Management		Course Code: BH.UBMS.603	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p><u>Course Objectives:</u></p> <ol style="list-style-type: none"> 1. To familiarize the learners with the fundamental aspects of various issues associated with Project Management 2. To give a comprehensive overview of Project Management as a separate area of Management 3. To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management 			
<p><u>Course Outcomes:</u></p> <ol style="list-style-type: none"> 1. The student will learn the fundamentals of project management 2. The student will be able to identify the risk associated with the business. 3. The student will be able to frame Flash Report on Project Financing 4. The student will be able to learn to frame organization structure based on Objective, Size, Nature of the firm. 			
<p><u>Preamble:</u> The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	
1	<p>Introduction to Project Management & Project Initiation</p> <p>1.1 Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</p> <p>1.2 Organizational Structure (Project Organization): Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of</p>	<p>12</p> <p>3</p> <p>3</p>	



	<p>Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</p> <p>1.3 Project Initiation: Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling</p>	6
2	<p>Analyzing Project Feasibility</p> <p>2.1 Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility – Sums on Project Feasibility Analysis SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis)</p> <p>2.2 Market Analysis: Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p>2.3 Operational Analysis: Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations</p>	12 6 3 3
3	<p>Budgeting, Cost & Risk Estimation in Project Management</p> <p>3.1 Funds estimation in projects Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</p> <p>3.2 Risk management in project</p>	12 4 4



	<p>What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p>3.3 Cost benefit analysis in projects</p> <p>Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow</p> <p>Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p>	4
4	<p>New Dimensions in Project Management</p> <p>1.1 – Modern Development in Project Management</p> <p>Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</p> <p>1.2 Project Monitoring & Controlling:</p> <p>Introduction to Project Monitoring & Controlling, The Planning – Monitoring- Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</p> <p>1.3 Project Termination & Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects</p>	12 4 4 4
	Total No of Lectures	48
	<p>Reference Books:</p> <p>Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling, 2017</p> <p>Jack.R.Meredith & Samuel.J.Mantel, Jr., Project Management – A Managerial Approach, 2013</p> <p>Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control, 2000</p>	
1.4 Self Study Topic – Risk management in project		
<p>Assessment pattern 60:40</p> <p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p> <p>Details of Continuous Internal Assessment (CIA)</p> <p>Internal exam – MCQ - CIA 1: 20 Marks</p> <p>Activity Assessment – CIA 2: 20 Marks</p> <p>Assignment/project/survey/group discussions</p>		



Research based on different Government Schemes for project appraisal such as PLI, Mudra Yojana, SMSE Loan, New Logistics policies, etc

Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: Strategic Financial Management		Course Code: BH.UBMS.604	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To match the needs of current market scenario and upgrade the learner’s skills and knowledge for long term sustainability 2. To know the importance and working of Corporate governance 3. Changing scenario in Banking Sector and the inclination of learners towards choosing banking as a career option has made study of financial management in banking sector inevitable 4. To acquaint learners with contemporary issues related to financial management 			
<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Learners will be able to match the needs of current market scenario 2. Learners will know about the banking sector concepts, problems and opportunities. 3. Learners will be able find the solutions to the problems related to financial management through different theories 4. learners will be able to understand the working culture of the industry with corporate governance. 			
<p>Preamble: This being the important subject of finance elective gives an idea in detail about different market scenario and long term sustainability. It also relates to contemporary issues of financial management.</p>			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	



1	<p>Dividend Decision and XBRL</p> <p>1.1 Dividend Decision: □ Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model</p>	12
	<p>Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy (3 lectures)</p> <p>XBRL: □ Introduction, Advantages and Disadvantages, Features and Users (1lecture)</p>	
2	<p>Capital Budgeting and Capital Rationing</p> <p>2.1 Capital Budgeting: □ Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique (4 lectures)</p> <p>2.2 Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.(4 lectures)</p> <p>2.3 Capital Rationing: □ Meaning, Advantages, Disadvantages, Practical Problems (4 lectures)</p>	12
3	<p>Shareholder Value and Corporate Governance/Corporate Restructuring</p> <p>3.1 Shareholder Value and Corporate Governance: □ Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India</p> <p>3.2 Corporate Restructuring: □ Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover (4 lectures)</p> <p>3.3 Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact. (4 lectures)</p>	12
4	<p>Financial Management in Banking Sector and Working Capital Financing</p> <p>4.1 Financial Management in Banking Sector: □ An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances (4 lectures)</p> <p>4.2 Working Capital Financing: □ Maximum Permissible Bank Finance (Tandon Committee)</p> <p>4.3 Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach</p>	12
	Total No of Lectures	48



<p>Reference Books: Paramasivan & T. Subramanian, Financial Management IM Pandey, Financial Management Ravi Kishor, Financial Management Khan & Jain, Financial Management Van Horne & Wachowiz, Fundamentals of Financial Management Prasanna Chandra, Strategic Financial Management</p>
<p>Self study topics: Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.</p>
<p>Assessment pattern 60:40 Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>
<p>Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks Assignment/project/survey/group discuss</p>

Programme: Third year in Bachelor of Management Studies (T.Y. BMS)		Semester: VI	
Course: BRAND MANAGEMENT		Course Code: BH.UBMS.605	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
04	03	(Marks - 40)	(Marks: 60)
		40	60
Course Objectives:			
<ul style="list-style-type: none"> To provide an understanding of the key issues in building & maintaining brands & brand equity Learn & apply key elements of crafting & driving brand strategy, evaluating strategic options, & understanding marketing role & accountabilities in brand & strategy decision making. Provides exposure to and project participation in brand positioning, strategic brand management, brand portfolio strategies, advertising creative development, and brand planning. 			



Course Outcomes:		
<ul style="list-style-type: none"> Learner will acquire the skills to build a winning brand strategy and activate the brand in a competitive market. Learn key aspects of stakeholder management and brand portfolio management. Develop effective integrated communication strategies, crucial brand management metrics and position your brand. 		
Detailed Syllabus: (per session plan)		
Unit	Description	Periods
1	<p>Introduction to Brand Management:</p> <p>1.1. Meaning of Brand, Branding, Brand Management, Importance of Branding to</p> <p>1.2 Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer</p> <p>1.3 Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis</p>	12
2	<p>Planning and Implementing Brand Marketing Programs</p> <p>2.1 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements Integrating Marketing Programs and Activities Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing , Ecommerce and branding</p> <p>2.2 Product Strategy: Perceived Quality and Relationship Marketing Pricing Strategy: Setting Prices to Build Brand Equity, Channel Strategy: Direct, Indirect Channels</p> <p>2.3 Promotion Strategy: Developing Integrated Marketing Communication Programs, Leveraging Secondary Brand Associations to Build Brand Equity: Companies,Countries, Channel of Distribution, Co-branding, Characters, Events. Success stories of B2B branding(case studies)</p>	12
3	<p>Measuring and Interpreting Brand Performance</p> <p>3.1 The Brand Value Chain, Measuring Sources of Brand Equity:Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses, Young and Rubicam’s Brand Asset Valuator, Aaker Model</p> <p>3.2 Measuring Outcomes of Brand Equity, Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</p> <p>3.3 Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand’s Brand Valuation Methodology</p>	12



4	<p>Growing and Sustaining Brand Equity</p> <p>4.1 Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels, Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing</p> <p>4.2 Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity Managing Brands over Time:</p> <p>4.3 Reinforcing Brands, Revitalizing Brands, Building Global Customer Based Brand Equity, Future trends in Branding</p>	12
	Total No of Lectures	48

Reference Books:

1. Kirti Dutta-brand management principles and practices
2. Philip Kotler-B2B Brand management
3. Kevin Keller-Strategic brand management

Assessment pattern 60:40

Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.

Details of Details of Continuous Internal Assessment (CIA)

CIA 1 –20 marks - CLASS TEST

CIA-2 –20 marks - Presentation / Viva / Practical problems / Case Study

Test Marks:

Term/Project Work Marks: Details of Term Work:



Programme: Third year in Bachelor of Management Studies (T.Y. BMS)		Semester: VI	
Course: RETAIL MANAGEMENT		Course Code: BH.UBMS.606	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
04	03	(Marks - 40)	(Marks: 60)
		40	60
Course Objectives:			
<ol style="list-style-type: none"> 1. To familiarize the students with retail management concepts and operations 2. To provide understanding of retail management and types of retailers 3. To develop an understanding of retail management terminology including merchandize management, store management and retail strategy. 4. To acquaint the students with legal and ethical aspects of retail management 5. To create awareness about emerging trends in retail management 			
Course Outcomes:			
<ol style="list-style-type: none"> 1. Learner will perceive about the retail management concepts and its operations. 2. Learners will cognize about the understanding of retail management and types of retailers. 3. Learner will procure an understanding of retail management terminology including merchandise management, store management and retail strategy. 4. Learners will be aware of the latest trends in retail industry. 			
Detailed Syllabus: (per session plan)			
Unit	Description	Periods	
1	<p>Retail Management- An overview</p> <p>1.1 Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management (4 L)</p> <p>1.2 Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations Emerging Trends in Retailing, Impact of Globalization on Retailing I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels (4 L)</p> <p>1.3 FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario Franchising: Meaning, Types, Advantages and Limitations, Franchising in India, Green Retailing, Airport Retailing (4 L)</p>	12	



2	<p>Retail Consumer and Retail Strategy</p> <p>2.1 Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers (4 L)</p> <p>2.2 CRM in Retail: Meaning, Objectives Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community. Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location (4 L)</p> <p>2.3 HRM in Retail: Meaning, Significance, Functions Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store (4 L)</p>	12
3	<p>Merchandise Management and Pricing</p> <p>3.1 Merchandise Management- Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing Meaning, Process, Sources for Merchandise Buying Function: Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer (4 L)</p> <p>3.2 -Concept of Lifestyle Merchandising Private Label- Meaning, Need and Importance, Private Labels in India, Retail Pricing Meaning, Considerations in Setting Retail Pricing Pricing Strategies:High/ Low Pricing: Meaning, Benefits, Everyday (4 L)</p> <p>3.3 Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price Self-Selected Variable Pricing/ Second Degree Price Discrimination Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing Variable Pricing by Market Segment/ Third Degree Price Discrimination (4 L)</p>	12



4	<p>Managing and Sustaining Retail</p> <p>4.1 Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 Ss of Retail Operations (Systems, Standards, Stock, Space, Staff) Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics, Store Layout-Meaning, Types: Grid, Racetrack, Free Form</p> <p>4.2 Signage and Graphics: Meaning, Significance, Concept of Digital Signage Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps, Visual Merchandising and Display: Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising: The Concept of Planogram</p> <p>4.3 Display- Meaning, Methods of Display, Errors in Creating Display Mall Management- Meaning and Components: Positioning, Zoning, Promotion and Marketing, Rural Retailing, B2B retailing Facility Management, Finance Management Legal and Ethical Aspects of Retailing Licenses/Permissions Required to Start Retail Store in India Ethical Issues in Retailing Career Options in Retailing The future of retailing</p>	12
	Total No of Lectures	48
Reference Books:		
1. International Retail marketing strategies -DR. Ram kisheny 2.Why we buy-The science of shopping-PACO UNDERHILL		
Assessment pattern 60:40		
Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.		
Details of Details of Continuous Internal Assessment (CIA)		
CIA 1 –20 marks - CLASS TEST		
CIA-2 – 20 marks - Presentation / Viva / Practical problems / Case Study		



Programme: T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: INTERNATIONAL MARKETING		Course Code: BH. UBMS.607	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
04	03	40	60
<p><u>Course Objectives:</u></p> <ol style="list-style-type: none"> 1. To understand International Marketing, its Advantages and Challenges. 2. To provide an insight on the dynamics of the International Marketing Environment. 3. To understand the relevance of International Marketing Mix decisions and recent developments in the Global Market. 4. To understand the global marketing perspective and can make plans and strategy for international marketing. 			



Course Outcomes:

1. International Marketing is introduced in TYBMS to develop the skills of the BMS students for details about what is international marketing.
2. What kind of environment it consists of. By doing international market research
3. Follow the steps, to know how various strategy, technology and elements works in modern the environment helps organizations to grow internationally.
4. It helps to make plans and strategies for products, services and organizations to enter the international market.

Detailed Syllabus: (per session plan)

Unit	Description	Periods
1	<p>Introduction to International Marketing & Trade</p> <p>1.1 Introduction of International Marketing: Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing. (5L)</p> <p>1.2 Marketing: EPRG Framework, Entering International Markets: Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned, Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization. (4L)</p> <p>1.3 Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non-Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC (3L), Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization. (3L)</p>	12



2	<p>International Marketing Environment and Marketing Research</p> <p>2.1 International Marketing Environment:</p> <p>a) Economic Environment: International Economic Institution (World Bank, IMF, IFC), International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)</p> <p>b) Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti-Dumping Law and Import License.</p> <p>c) Cultural Environment: Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE’S Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism). (6L)</p> <p>2.2 Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research (6L)</p>	12
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3	<p>International Marketing Mix</p> <p>3.1 International Product Decision - International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning (4L)</p> <p>3.2 International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing International Pricing Issues :Gray Market , Counter Trade, Dumping, Transfer Pricing (4L)</p> <p>3.3 International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel, International Promotion Decisions - Concept of International Promotion Decision Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness Standardization V/S Adaptation of International Promotional Strategies International Promotional Tools/Elements (4L)</p>	12
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4	<p>Developments in International Marketing</p> <p>4.1 Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organizational Design, Controlling International Marketing Operations, Devising International Marketing Plan (4L)</p> <p>4.2 International strategies: Need for International Strategies, Types of International Strategies (3L)</p> <p>4.3 International Marketing of Services Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture. (5L)</p>	12
	Total No of Lectures	48

Reference Books:

- Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .
- RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Third Edition.
- Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition
- Francis Cherunilam, International Business, PHI Learning Private Limited New Delhi, Fifth Edition.
- Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.

Self study topics: Benefit and challenges of international market, advantages and disadvantages of global service marketing

Assessment pattern 60:40

Passing Criteria. Learners must pass with 40% marks in each component (Internal and External) separately.



Details of Continuous Internal Assessment (CIA) Internal exam – MCQ - CIA 1: 20 Marks Activity Assessment – CIA 2: 20 Marks – Case study based project and survey.

Program: T.Y.B.M.S. (BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: Media Planning and Management		Course Code: BH.UBMS.608	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week) 04	Credits 03	Internal Continuous Assessment (CIA) (Marks - 40)	Semester End Examination (ESE) (Marks: 60)
		40	60
Course Objectives:			
<ol style="list-style-type: none"> To understand Media Planning, Strategy and Management with reference to current business scenario. To know the basic characteristics of all media to ensure most effective use of advertising budget. To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys. To understand and analyse audiences, channels, platforms, and advertisements 			
Course Outcomes:			
<ol style="list-style-type: none"> Learner will understand about media planning and its element Learner will understand about media management and its process. Learner will acquire knowledge about Media in global environment Learner will discover the most effective marketing methods to promote a particular brand or product. 			
Detailed Syllabus: (per session plan)			
Unit	Description	Period	



<p>1</p>	<p>Overview of Media and Media Planning:</p> <p>1.1 Meaning of Media & Features of Media, Meaning of Media Planning, Scope of Media planning, Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Function of media planning</p> <p>1.2 Role and Importance of Media in Consumer Buying Decision Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning.</p> <p>1.3 Media Research: Meaning, Role and Importance Sources of Media Research: Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television</p>	<p>12</p>
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	Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey.	
•	<p>Media Mix and Media Strategy:</p> <p>2.1 Meaning, Need for Media Mix, Identifying Audience for Mass Media Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix</p> <p>2.2 Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</p> <p>2.3 Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media. Media Strategy- Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components Steps in Formulating Media Strategies: Defining thTarget Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling</p>	<ul style="list-style-type: none"> • • 12
3	<p>Media Budgeting, Buying & Scheduling:</p> <p>3.1 Media Budget: Meaning Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase Importance of Media Budget. Methods of Setting Media Budget – Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</p> <p>3.2 Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying, Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback Criteria in Media Buying.</p> <p>3.3 Media Scheduling: Meaning, Importance Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. Scheduling Patterns – Continuity, Flighting, Pulsing Scheduling Strategies for Creating Impact: Road Block, Day or Day part Emphasis, Multiple Spotting, Teasers.</p>	<p>4</p> <p>4</p> <p>4</p>



4	<p>Developments in International Marketing:</p> <p>4.1 Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach Television Metrics: Dairy v/s People meter, TRP, /TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership Radio Metrics: Arbitron Radio Rating Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. OOH Metrics: Traffic Audit Bureau (TAB).</p> <p>4.2 Benchmarking Metrics: Share, Profile, and Selectivity Index. Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).</p> <p>4.3 Evaluating Media Buys: Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys.</p>	4 4 4
	Total No. of Lectures	48
	Self-study topic: Features of Media, Factors Influencing Media Planning.	
<p><u>Reference Books:</u> Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010. Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition. Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition.</p>		
<p>Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited. Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications Charles Warner and Joseph Buchman, Media selling, Surjeet Publication.</p>		
<p>Assessment pattern 60:40</p>		
<p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		
<p>Details of Details of Continuous Internal Assessment (CIA) CIA 1 –20 marks - CLASS TEST CIA-2 – 20 marks - Project / Assignment / Presentation / Viva</p>		



Programme: Third year in Bachelor of Management Studies (T.Y. BMS)				Semester : VI	
Course: Operations Research				Course Code: BH.UBMS.	
Teaching Scheme				Evaluation Scheme(Theory)	
Lecture (Periods per week)	Practical (Periods per week per batch)	Tutorial (Periods per week per batch)	Credits (Theory + Practical)	Internal Continuous Assessment (CIA) (Marks – 40)	Term End Examination (ESE) (Marks: 60)
04	NA		03	40	60
Course Objectives:					
<ol style="list-style-type: none"> 1. To help students to understand operations research methodologies To give insight into, understanding about dimensions of Consumer Behaviour. 2. To help students to solve various problems practically 3. To make students proficient in case analysis and interpretation 					
Course Outcomes:					
<ol style="list-style-type: none"> 1. To introduce students to understand advanced analytical methods of decision making. 2. To help them use techniques such as mathematical modeling to analyze complex situations. 3. To help them build more productive systems. 					



Preamble: The tools of Operational Research are not from any one discipline; rather Mathematics, Statistics, Information Technology, Economics, Engineering, etc. have contributed to this discipline of knowledge. Today, it has become a professional discipline that deals with the application of scientific methods for decision-making, and especially to the allocation of scarce resources.

Detailed Syllabus: (per session plan)

Unit	Description	Periods
1	<p>Introduction to Operations Research and Linear Programming</p> <p>1.1 - Introduction To Operations Research: Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR</p> <p>1.2 - Linear Programming Problems: Introduction and Formulation - Introduction to Linear Programming</p> <ul style="list-style-type: none"> • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, NonNegativity Constraints) <p>1.3 - Linear Programming Problems: Graphical Method -</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima • Sensitivity Analysis including Profit Range and Capacity Range is not included. 	



2	<p>Assignment and Transportation Models</p> <p>2.1 - Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. <p>Note:</p> <p>1. Travelling Salesman Assignment Problem is not included.</p> <p>2.2 - Transportation Problems</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • <u>Initial Feasible Solution (IFS)</u> by: <ol style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and Δ) <p>Note:</p> <p>1. Production Scheduling Problem is not included.</p> <p>2. Time Minimization Problem is not included.</p> <p>Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.</p>	12
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3	<p>Network Analysis</p> <p>3.1 - Critical Path Method (CPM)</p> <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, <p>Free Float, Independent Float and Interfering Float</p> <p>3.2 - Project Crashing</p> <ul style="list-style-type: none"> • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing <p>3.3 - Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using te values of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • ‘Prob. Z’ Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique. <p>Meaning, Objectives, Importance, Scope, RORO/LASH</p>	12
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4	<p>4.1 - Job Sequencing Problem</p> <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. <p>4.2 - Theory of Games</p> <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: <ul style="list-style-type: none"> ▪ Two Person Zero Sum Games including strictly determinable and Fair Game <p>- Pure Strategy Games (Saddle Point available). Principles of Dominance method.</p> <p>4.3 – Decision Theory Analysis</p>	12
	Total	48
<p>Reference Books:</p> <ul style="list-style-type: none"> • Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons. • Bronson R, Operations Research, 2nd Edition, Shaum's Outline Serie • Vohra N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co • L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune. • Shreenath L.S., PERT & CPM, "Principles & Applications 3rd Edition", Affiliated East-West Press Pvt. Ltd. • Wagener H.M., "Principles of Operations Research. 2nd Edition", Prentice – Hall of India • Kantiswarup, "Operations Research 9th Edition", Gupta P.K. & Sultan Chand & Sons Manmohan 		
<p>Self-Study Topics –</p> <p>1. Decision Theory analysis</p>		
<p>Assessment pattern 60:40</p> <p>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</p>		



Details of Continuous Internal Assessment (CIA)

Internal exam – MCQ - CIA 1: 20 Marks Activity

Assessment – CIA 2: 20 Marks

Assignment/project/survey/group discussions

Group presentation Topics

1. Personality and personality traits
2. Motivation
3. Leadership
4. Individual behavior/ Group behavior/ Social group behavior and its impact on consumer decision making
5. Environmental impact on consumer decision making process

Programme: : T.Y.BMS (THIRD YEAR BACHELORS OF MANAGEMENT STUDIES)		Semester: VI	
Course: PROJECT WORK		Course Code: BH.UBMS.610	
Teaching Scheme		Evaluation Scheme (Theory)	
Lecture (Periods per week)	Credits	Internal Continuous Assessment (CIA)	Semester End Examination (ESE)
04	03	(Marks - 40)	(Marks: 60)
		40	60
<p><u>Course Objectives:</u> To select a topic with problem statement Write chapter wise project and preparation of black book To face an external examiner viva-voce and convince about the work done</p>			
<p><u>Course Outcomes:</u> Learner will be able to work beyond the syllabus assigned to them Learner will have the habit of reading newspapers, books and articles Learner will have practice to face the interview</p>			
<p>Preamble: this is the most important part of TYBMS. Here no syllabus is given directly only guidelines regarding the preparation of blackbook are given . and then external viva-voce will be taken</p>			
Detailed Syllabus: (per session plan)			



Unit	Description	Periods
	<p>Inclusion of project work in the course curriculum of the Bachelor of Management Studies programme is one of the ambitious aspects in the programme structure. The main objective of inclusion of project work is to inculcate the element of research analyse and scientific temperament challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work. There are two modes of preparation of project work 1. Project work based on research methodology in the study area 2. Project work based on internship in the study area</p>	

**QUESTION PAPER PATTERN****FOR THEORY SUBJECTS**

Sr. No	Questions On	Question	Option	Marks	Total Marks
1	Unit – I	A, B and C	Any two out of three	7.5 marks each	15
2	Unit – II	A, B and C	Any two out of three	7.5 marks each	15
3	Unit – III	A, B and C	Any two out of three	7.5 marks each	15
4	Unit - IV	A, B and C	Any two out of three	7.5 marks each	15

Note:

- Questions may be divided into two sub questions of 7/8 or 10/5 or the whole 15 Marks
- If the topic demands, instead of theory questions, appropriate practical question may be asked



FOR PRACTICAL SUBJECTS

Sr. No	Questions On	Question	Option	Marks	Total Marks
1	Unit – I	A or B	Any one out of two	15 marks each	15
2	Unit – II	A or B	Any one out of two	15 marks each	15
3	Unit – III	A or B	Any one out of two	15 marks each	15
4	Unit - IV	A and B or C	First two or third	7.5 marks and 7.5 marks or 15 marks	15

Note:

- Practical Questions of 15 Marks may be divided into two sub questions of 7/8 or 10/5 Marks
- If the topic demands, instead of practical questions, appropriate theory question may be asked



BMS CIA 2 LIST of ACTIVITIES for INTERNAL ASSESSMENT

BMS DEPARTMENT	SEMESTER	Common activities	Subject specified activities
FYBMS	SEM I	Assignment on Preparation of Final Account	Introduction to Financial Account - Presentation on understanding of Company's Financial Statements
		Assignment – Word document	Business Economics - Survey Organizational Behaviour – Personality, Thinking and learning styles
FYBMS	SEM II	PPT Presentation – Individual and Viva	Business Communication – Interview, meeting conduct demo, conference demo and letter writing Principles of Management – Theories and Strategies



SYBMS	SEM III	PPT Presentation – Group	<ol style="list-style-type: none"> 1. Consumer behaviour - Creating Hypothesis and Questionnaire and Analyse 2. Intro to cost accounting- Presentation on cost and auditing concepts and projects 3. Strategic Management – Implementation and Evaluation strategies 4. BPEM-Developing Business Plans. 5. FC-III Environmental Management-Study impact of human activities on environment by questionnaire and analyse.
		Assignment on Practical Problem solutions	6. Accounting for Managerial Decisions – PPT on Ratio Analysis of limited companies.
		Assignment on Practical Problems solutions.	7. Corporate Finance – PPT on Financing, Investing and Dividend Decisions of Corporates
SYBMS	SEM IV	Case studies on Failure of Business due to lack of IT in Business.	Information Technology in Business Management II – PPT on Companies using / Providing IT Services, their cost benefits.



	<p>SEM IV</p>	<p>Case study making – through Industrial visit and different Interview Techniques</p>	<p>1. Business Research Methodology</p> <ul style="list-style-type: none"> - Making Research Paper <p>2. Production Innovation Management - Production process analysing and interpretation on various topic, CaseStudy.</p> <p>3. strategic cost management – internship (optional), ppt, viva on syllabus based case studies</p> <p>4. Business Economics</p> <ul style="list-style-type: none"> - Marketing (Promote small business on social media) - Finance - Group Activity / Examining Business Model <p>5. Production & Total Quality Management – Classification of Production system, plant layouts</p> <p>6. IMC tools and promotion Mix</p> <p>Rural Marketing Strategies</p> <p>7.Fc-4 Ethics & Corporate Governance Case Study on ethical issues at workplace, students here can use different interview techniques.</p> <p>PPT Presentation –Group on CSR of corporations.</p>
<p>TYBMS</p>	<p>SEM V</p>	<p>Group discussion and Debate</p>	<p>Corporate games</p> <p>Service Marketing</p>



			techniques and models
TYBMS	SEM V	Assignment on Practical Problems	Investment Analysis & Portfolio Management – PPT on Various investment avenues, their features, advantages and disadvantages.
TYBMS	SEM V	Assignment on Practical Problems	Wealth Management - Case studies on Individuals Wealth Creation
TYBMS	SEMVI	Subject based Assessment	Corporate games Brand Management tools and models
TYBMS	SEM VI	Assignment on Practical Problems	International Finance – PPT on Different topics on Different companies.
TYBMS	SEM VI	Assignment on Practical Problems	Project Management – PPT on different Projects of different industries.
TYBMS	SEM VI	Assignment on Practical Problems	Operation Research – Group Study



Rubrics of evaluation for ESE

Unit	Knowledge	Understanding	Analysis & critical thinking	TOTAL
I	4	8	3	15
II	4	8	3	15
III	4	8	3	15
IV	4	8	3	15
TOTAL	16	32	12	60

Rubrics of evaluation for CIA-2 assignment : Presentation/debate

Class: _____ Roll No _____ Topic _____

Parameters	Max Marks	80 – 100% Excellent	60 -80% Good	40 – 60% Satisfactory	20 – 40% Poor
CONTENT	10				
Content: Introduction –	02				
Content: Development	03				
Content:– Conclusion -	03				
Content: - Bibliography	02				



<u>Effective communication skill</u>	10				
Language, Style and Structure;	05				
Teaching aids;	05				
Total	20				