

John Wilson Education Society's

**Wilson College
(Autonomous)**

Chowpatty, Mumbai-400007
RE-ACCREDITED 'A' grade by NAAC

Affiliated to the

UNIVERSITY OF MUMBAI



Syllabus for T.Y

Programme: BACHELOR OF MANAGEMENT STUDIES (BMS)

Programme Code: WUCBMS

**Choice Based Credit System (CBCS) with effect from
Academic year 2024–2025**

PROGRAMME OUTLINE 2024-2025

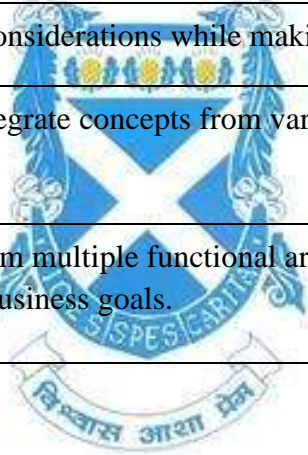
YEAR	SEM	COURSE CODE	COURSE TITLE	CREDITS	
T.Y.B.M.S			<i>Any one group of elective courses from the two groups:</i>		
			Group A: Finance Electives		
	V	WUCBMS5A1	Financial Accounting	04	
	V	WUCBMS5A2	Wealth Management	04	
	V	WUCBMS5A3	Direct Taxes	04	
	V	WUCBMS5A4	Investment Analysis and Portfolio Management	04	
				Group B: Marketing Electives	
	V	WUCBMS5B1	E-Commerce and Digital Marketing	04	
	V	WUCBMS5B2	Sale and Distribution Management	04	
	V	WUCBMS5B3	Customer Relationship Management	04	
	V	WUCBMS5B4	Corporate Communication & Public Relations	04	
				<i>Ability Enhancement Course (AEC)</i>	
	V	WUCBMS505	Organizational Ethics and Human Resource Management	04	
				<i>Core Course (CC)</i>	
	V	WUCBMS506	Logistics and Supply Chain Management	04	
				<i>Any one group of elective courses from the two groups:</i>	
				Group A: Finance Electives	
	VI	WUCBMS6A1	Indirect Taxes	04	
	VI	WUCBMS6A2	Innovative Financial Service	04	
	VI	WUCBMS6A3	Strategic Financial Management	04	
	VI	WUCBMS6A4	International Finance	04	
				Group B: Marketing Electives	
	VI	WUCBMS6B1	Brand Management	04	
	VI	WUCBMS6B2	Retail Management	04	
	VI	WUCBMS6B3	International Marketing	04	
	VI	WUCBMS6B4	Media Planning and Management	04	
				<i>Ability Enhancement Compulsory Course (AECC)</i>	
	VI	WUCBMS605	Project Work-Research	04	
	VI	WUCBMS606	Project Work-Internship	04	
				<i>Core Courses (CC)</i>	
	VI	WUCBMS607	Operations Research	04	

BMS PROGRAMME SPECIFIC OUTCOME (PSOs)

Students will be able to:

PS01	<u>Establish</u> themselves as professionals by solving real-time problems through the use of management and scientific knowledge and qualities of teamwork, effective communication, critical thinking, and problem-solving skills.
PS02	<u>Analyze</u> a problem and identify, formulate and use appropriate managerial skills for obtaining its solution.
PS03	<u>Utilize</u> qualitative and quantitative methods to investigate and solve critical business problems.
PS04	<u>Evaluate</u> and integrate ethical considerations while making business decisions.
PS05	<u>Possess</u> the skills required to integrate concepts from various disciplines to identify and develop business strategies.
PS06	<u>Integrate tools</u> and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to accomplish business goals.

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PREAMBLE

With the introduction of the Choice Based Credit System (CBCS) by the esteemed University from the academic year 2016-2017, the existing syllabus of T.Y.B.M.S under autonomy is restructured according to the CBCS pattern for its implementation from 2024-2025 in Bachelors of Management Studies (BMS).

This syllabus is designed to provide a comprehensive understanding of various disciplines in finance and marketing. In Sem V, finance Elective courses cover a wide spectrum of topics, from Financial Accounting and Wealth Management to Direct Taxes and Investment Analysis and Portfolio Management. These courses aim to foster a deep understanding of financial principles, ethical practices, regulatory frameworks, and strategic decision-making processes. The Marketing Electives in Semester V focuses on critical aspects of marketing, including E-Commerce and Digital Marketing, Sales and Distribution Management, Customer Relationship Management, and Corporate Communication & Public Relations. These courses enable students to grasp modern marketing techniques, consumer behavior trends, brand management strategies, and communication skills vital for effective marketing campaigns and brand building.

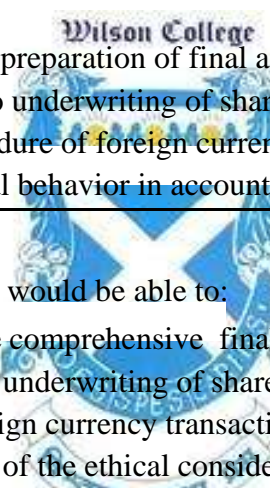
It also includes an Ability Enhancement Course (AEC) on Organizational Ethics and Human Resource Management, emphasizing ethical business practices and human resource strategies. The Core Course (CC) on Logistics and Supply Chain Management equips students with the knowledge of efficient supply chain operations and logistical strategies essential for business success.

In Semester VI, students further specialize in Finance or Marketing Electives, such as Indirect Taxes, Innovative Financial Services, Strategic Financial Management, International Finance, Brand Management, Retail Management, International Marketing, and Media Planning and Management. These advanced courses build upon the foundation laid in Semester V, enhancing students' expertise in their chosen fields.

The syllabus also includes Project Work on Research and Internship, allowing students to apply their theoretical knowledge in practical settings and gain valuable hands-on experience. This exposure to real-world scenarios enhances students' employability and prepares them for diverse career paths in their respective domains. The Core Course in Operations Research equips students with analytical tools and problem-solving techniques essential for decision-making in business operations.

The courses are designed to foster holistic development, critical thinking, and professional excellence among students, preparing them to thrive in the dynamic and competitive business landscape.

SEMESTER V

PROGRAM(s): T.Y.B.M.S.		SEMESTER: V			
Course: Financial Accounting		Course Code: WUCBMS5A1			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks- 40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
 <ol style="list-style-type: none"> 1. To acquaint the learners with the preparation of final accounts of companies. 2. To examine provisions relating to underwriting of shares and debentures. 3. To describe the accounting procedure of foreign currency and investment. 4. To understand the need for ethical behavior in accountancy. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Acquire skills required to prepare comprehensive final accounts of companies.					
CO2: Analyze provisions related to the underwriting of shares and debentures.					
CO3: Apply provisions relevant to foreign currency transactions and investments.					
CO4: Develop profound understanding of the ethical considerations in accountancy.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Financial Accounting	04/60 (48 Min)
1		Preparation of Final Accounts of Companies	15 Lectures
	1.1	Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement)	
	1.2	Preparation of financial statements as per Companies Act (excluding cash flow statement)	
	1.3	AS 1 in relation to final accounts of companies (disclosure of accounting policies)	
2		Underwriting of Shares & Debentures	15 Lectures
	2.1	Introduction, Underwriting, Underwriting Commission	
	2.2	Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues	
	2.3	Types of underwriting, Abatement Clause	
	2.4	Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems	
3		Accounting of Transactions of Foreign Currency	8 Lectures
	3.1	In relation to purchase and sale of goods, services, assets, loan and credit transactions.	
	3.2	Computation and treatment of exchange rate differences.	
4		Investment Accounting (w.r.t. Accounting Standard- 13)	15 Lectures
	4.1	For shares (variable income bearing securities)	
	4.2	For Debentures/Preference shares (fixed income bearing securities)	
	4.3	Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average	

		method (Excl. brokerage).	
	4.4	Columnar format for investment account.	
5		Ethical Behaviour and Implications for Accountants	7 Lectures
	5.1	Introduction, Meaning of ethical behavior	
	5.2	Financial Reports – link between law, corporate governance, corporate social responsibility and ethics.	
	5.3	Need for ethical behavior in the accounting profession .	
	5.4	Implications of ethical values for the principles versus rule based approaches to accounting standards	
	5.5	The principal based approach and ethics	
	5.6	The accounting standard setting process and ethics, The IFAC Code of Ethics for Professional Accountants, Contents of Research Report in Ethical Practices, Implications of unethical behavior for financial reports and Company Codes of Ethics	

References:

- *Ashish K. Bhattacharyya – “Financial Accounting for Business Managers”, Prentice Hall of India Pvt. Ltd.*
- *Shashi K. Gupta – “Contemporary Issues in Accounting”, Kalyani Publishers.*
- *R. Narayanaswamy – “Financial Accounting”, Prentice Hall of India, New Delhi*
- *Ashok Sehgal – “Fundamentals of Financial Accounting”, Taxmann’s Publishers*
- *Financial Accounting Reporting – Barry Elliot and Jamie Elliot – Prentice Hall (14th Edition)*
- *Book: Ainapure*

PROGRAM(s): T.Y.B.M.S.		SEMESTER: V			
Course: Wealth Management		Course Code: WUCBMS5A2			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<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 risk profiling and asset allocation techniques. 4. To differentiate various components of retirement planning. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Enable students to analyze their investment journey, by periodically addressing their goals.					
CO2: Determine the optimum insurance scheme.					
CO3: Analyze the risk associated with investments and make investment decisions.					
CO4: Choose the appropriate method of investment for retirement and will distribution.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Wealth Management	04/60 (48 Min)
1		Introduction	15 Lectures
	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 Managers	
	1.2	Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.	
	1.3	Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent	
2		Insurance Planning	15 Lectures
	2.1	Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance –Mediclaime – Calculation of Human Life Value - Belth Method/CPT	
	2.2	Investment Planning: Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies	
3		Financial Mathematics/ Tax and Estate Planning	15 Lectures
	3.1	Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.)	
	3.2	Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust .	

4		Retirement Planning/ Income Streams & Tax Savings Schemes	15 Lectures
	4.1	Retirement Planning: Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment	
	4.2	Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities	

References:

- *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*

PROGRAM(s): T.Y.B.M.S.	SEMESTER: V
Course: Direct Taxes	Course Code: WUCBMS5A3

Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks- 40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60

Learning Objectives:

1. To define the technical concept of direct taxation.
2. To explain the significance of determining residential status in taxation.
3. To develop an in-depth understanding of deductions under Chapter VI A
4. To facilitate the calculation of taxable income under various heads.
5. To demonstrate the ability to prepare and file income tax returns.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Identify technical terms related to direct taxation.

CO2: Determine the residential status of an assessee.

CO3: Comprehend the various benefits/deductions under Chapter VI A of the Income Tax Act, 1961

CO4: Compute the net taxable income and the total tax liability of an individual considering income from all heads.

CO5: Demonstrate proficiency in assisting individuals and businesses with direct tax compliance.

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Direct Taxes	04/60 (48 Min)
1		Definitions and Residential Status	15 Lectures
	1.1	Basic Terms (S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer.	
	1.2	Determination of Residential Status of Individual, Scope of Total Income (S.5)	
2		Heads of Income – I	15 Lectures
	2.1	Salary (S.15-17)	
	2.2	Income from House Property (S. 22-27)	
	2.3	Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)	
3		Heads of Income - II & Deductions under Chapter VI A	15 Lectures
	3.1	Capital Gain (S. 45, 48, 49, 50 and 54)	
	3.2	Income from other sources (S.56- 59)	
	3.3	Exclusions from Total Income (S.10)-(Exclusions related to specified heads to be covered with relevant heads of income)	
	3.4	Deductions under Chapter VI A- Deductions from Total Income-S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA	
4		Computation of Taxable Income of Individuals & Registration and Filing of Returns	15 Lectures
	4.1	Computation of Total Income, Taxable Income of Individuals and calculation of Tax Liability	
	4.2	Procedure for registration and filing of return.	

References:

- *Books: Ainapure*
- *Income Tax Act- Bare act*
- *Dr V K Singhania-Direct Tax Law & Practice*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: V			
Course:Investment Analysis and Portfolio Management		Course Code: WUCBMS5A4			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To acquaint the learners with various concepts of finance. 2. To describe the terms which are often confronted while reading newspapers, magazines, etc for better correlation with the practical world. 3. To compute techniques of security and portfolio analysis. 4. To differentiate various models of portfolio analysis. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Describe various components of finance.					
CO2: Apply financial terminologies in real-life scenarios.					
CO3: Illustrate techniques related to security and portfolio management.					
CO4: Examine models of portfolio analysis.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Investment Analysis and Portfolio Management	04/60 (48 Min)
1		Introduction to Investment Environment	15 Lectures
	1.1	Investment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives.	
	1.2	Capital Market in India: Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SEBI, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Mid cap and Penny stocks.	
2		Risk and Return Relationship	15 Lectures
	2.1	Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification.	
	2.2	Practical Problems on Calculation of Standard Deviation, Variance and Beta.	
3		Portfolio Management and Security Analysis	15 Lectures
	3.1	Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.	
	3.2	Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Trend Analysis (Assignment), Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	
4		Theories, CAPM and Portfolio Performance Measurement	15 Lectures
	4.1	Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory	

	4.2	Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line	
	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)	

References:

- *Kevin. S, Security Analysis and Portfolio Management*
- *Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management*
- *Prasanna Chandra, Security Analysis & Portfolio Management*
- *Sudhindhra Bhatt, Security Analysis and Portfolio Management*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: V			
Course: E-Commerce and Digital Marketing		Course Code: WUCBMS5B1			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To describe the increasing significance of E-Commerce and its applications in Business and Various Sectors. 2. To provide insight into digital marketing activities on various social media platforms and their emerging significance in business. 3. To compare the various payment options and the recent upgrades available in the E-commerce segment. 4. To associate the latest trends and practices in E-Commerce and Digital Marketing, along with its challenges and opportunities for an organization. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Analyze various components of E-commerce.					
CO2: Describe the anatomy of E-Commerce applications.					
CO3: Differentiate the Digital token credit-based electronic payment system.					
CO4: Evaluate various marketing techniques and tools to conduct market research.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: E-Commerce and Digital Marketing	04/60 (48 Min)
1		Introduction to E-Commerce	15 Lectures
	1.1	Ecommerce: Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce vs E-Commerce.	
	1.2	Ecommerce Environmental Factors: Economic, Technological, Legal , Cultural & Social.	
	1.3	Factors Responsible for Growth of E-Commerce, Issues in Implementing E- Commerce, Myths of E-Commerce.	
	1.4	Impact of E-Commerce on Business, Ecommerce in India.	
	1.5	Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education.	
	1.6	Meaning of M-Commerce , Benefits of M-Commerce, Trends in M-Commerce.	
2		E-Business & Applications	15 Lectures
	2.1	E-Business: Meaning, Launching an E-Business, Different phases of Launching an E- Business.	
	2.2	Important Concepts in E-Business: Data Warehouse, Customer Relationship Management , Supply Chain Management, Enterprise Resource Planning.	
	2.3	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.	
	2.4	Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.	
	2.5	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	
3		Payment, Security, Privacy & Legal Issues in E-Commerce	15 Lectures
	3.1	Issues Relating to Privacy and Security in E-Business	
	3.2	Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.	
	3.3	Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.	
	3.4	Types of Transaction Security E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000.	
4		Digital Marketing	15 Lectures
	4.1	Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.	
	4.2	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, AI in digital Marketing.	
	4.3	Online Advertisement, Online Marketing Research, Online PR.	
	4.4	Web Analytics.	
	4.5	Promoting Web Traffic Latest developments and Strategies in Digital Marketing.	

References:

- D Nidhi ,*E-Commerce Concepts and Applications*, ,Edn 2011, International Book house P.ltd.
- Bajaj Kamlesh K,*E-Commerce- The cutting edge of Business*.
- Whiteley David, *E-Commerce Technologies and Applications-2013*.
- *E-Business & E-Commerce Management 3rd Ed*, Pearson Education.
- Kalokota & Robinson,*E-Business 2.0 Roadmap for Success*, Pearson Education .
- Elias M. Awad ,*Electronic Commerce, 3rd Edition*, Pearson Education .
- Erfan Turban et.al ,*Electronic Commerce - A Managerial Perspective*, Pearson Education .
- R. Kalokota, Andrew V. Winston, *Electronic Commerce - A Manger's Guide*, Pearson Education .
- Tripathi, *E-Commerce*, Jaico Publishing House, Mumbai, Edn. 2010.

- *Y.K. Dwivedi, L. Hughes, E. Ismagilova, G. Aarts, C. Coombs, T. Crick, ..., M.D. Williams*
- *Abid Haleem, Mohd Javaid, Mohd Asim Qadri, Ravi Pratap Singh, Rajiv Suman, Artificial intelligence (AI) applications for marketing: A literature-based study, International Journal of Intelligent Networks, Volume 3, 2022, Pages 119-132, ISSN 2666-6030,*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: V			
Course: Sales and Distribution Management		Course Code: WUCBMS5B2			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To define sales & distribution processes in organizations 2. To get familiarized with concepts, approaches, and the practical aspects of the key decision-making variables in sales management and distribution channel management. 3. To explain market analysis methods and selling concepts. 4. To discuss performance evaluation methods, ethics, and trends in sales and distribution management 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Identify issues related to the design and implementation of the Sales Strategy.					
CO2: Apply concepts related to improving the performance of the Sales Team.					
CO3: Analyze the roles and responsibilities of a Sales and Marketing Manager.					
CO4: Design sales distribution channel strategies.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Sales and Distribution Management	04/60 (48 Min)
1		Introduction	15 Lectures
	1.1	Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management. Interface of Sales with Other Management, Functions & Types of sales person. Qualities of a Sales Manager. Sales Management: Meaning, Developments in Sales Management Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, Professionalism in Selling. Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure.	
	1.2	Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.	
	1.3	Integration of Marketing, Sales and Distribution	
2		Market Analysis and Selling	15 Lectures
	2.1	Market Analysis: Market Analysis and Sales Forecasting, Methods of Sales Forecasting Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota Factors Determining Fixation of Sales Quota Assigning Territories to Salespeople	
	2.2	Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing & Personal selling and marketing efforts. Theories of Selling – Stimulus Response Theory, Need Satisfaction Theory, Right set of Circumstances theory, Buying formula & Behavioural Equation theory. Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill,	

		<p>Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy,</p> <p>Difference Between Consumer Selling and Organizational Selling</p> <p>Difference Between National Selling and International Selling.</p>	
3		Distribution Channel Management	15 Lectures
	3.1	<p>Management of Distribution Channel – Meaning & Need Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler</p> <p>Choice of Distribution System – Intensive, Selective, Exclusive.</p>	
	3.2	<p>Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost.</p> <p>Factors Affecting Effective Management Of Distribution Channels.</p>	
	3.3	Channel Design: Channel Policy, Channel Design & Channel Dynamics.	
	3.4	Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution.	
	3.5	Motivating Channel Members, Selecting Channel Partners Evaluating Channels, Channel Control & Elements of channel distribution.	
4		Performance Evaluation, Ethics and Trends	15 Lectures
	4.1	<p>Evaluation & Control of Sales Performance: Sales Performance – Meaning</p> <p>Methods of Supervision and Control of Sales Force</p> <p>Sales Performance Evaluation Criteria- Key Result Areas (KRAs)</p> <p>Sales Performance Review & Sales Management Audit.</p>	
	4.2	Measuring Distribution Channel Performance: Evaluating	

		Channels- Effectiveness, Efficiency and Equity Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit.	
	4.3	Ethics in Sales Management	
	4.4	New Trends in Sales and Distribution Management	

References:

- *A. Nag, Sales And Distribution Management, Mcgraw Hill, 2013 Edition.*
- *Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition.*
- *Krishna K. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011.*
- *Dr.Matin Khan, Sales And Distribution Management, Excel Books, 1st Edition.*
- *Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition.*
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- *Tata McGraw-Hill Education. Panda, T.K., Sahadev, S. (2012). Sales and Distribution Management. Oxford Higher Education.*
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PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: V			
Course: Customer Relationship Management		Course Code: WUCBMS5B3			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To define the concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management. 2. To discuss insight into CRM marketing initiatives, customer service and designing CRM strategy. 3. To examine the methods of relationship marketing and data management in CRM. 4. To explain performance evaluation, ethics and trends in CRM. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Create effective strategies for building and maintaining relationships with customers.					
CO2: Develop CRM strategies by understanding insight into customer demand and market requirements.					
CO3: Adapt relationship marketing and data management to get optimum results under customer relationship management.					
CO4: Formulate CRM policies by considering proper performance evaluation, ethics, and recent trends in CRM for long-term and stable outcomes.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Customer Relationship Management	04/60 (48Min)
1		Introduction to Customer Relationship Management	15 Lectures
	1.1	Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners.	
	1.2	Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM. College	
	1.3	Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges.	
2		CRM Marketing Initiatives, Customer Service and Data Management	15 Lectures
	2.1	CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing.	
	2.2	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.	
	2.3	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, Personalisation and Collaborative Filtering, Data Reporting.	
3		CRM Strategy, Planning, Implementation and Evaluation	15 Lectures

	3.1	Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits	
	3.2	Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy	
	3.3	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	
	3.4	CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change	
4		CRM New Horizons	15 Lectures
	4.1	E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:	
	4.2	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	
	4.3	Social Networking and CRM	
	4.4	Mobile-CRM	
	4.5	CRM Trends, Challenges and Opportunities	
	4.6	Ethical Issues in CRM	

References:

- 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.
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- *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.*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: V			
Course: Corporate Communication & Public Relations		Course Code: WUCBMS5B4			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<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. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Develop the basic concepts of corporate communication and public relations.					
CO2: Classify the various elements of corporate communication used in organization.					
CO3: Evaluate how different elements of corporate communication are coordinated to communicate effectively.					
CO4: Apply different practices associated with corporate communication.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Corporate Communication & Public Relation	04/60 (48 Min)
1		Foundation of Corporate Communication	15 Lectures
	1.1	Corporate Communication: Scope and Relevance: Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario.	
	1.2	Keys concept in Corporate Communication: Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation.	
	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.	
2		Understanding Public Relations	15 Lectures
	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.	
	2.2	Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations.	
	2.3	Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues.	
	2.4	Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory.	
3		Functions of Corporate Communication and Public Relations	15 Lectures
	3.1	Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations.	

	3.2	Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications.	
	3.3	Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building.	
	3.4	Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising.	
4		Emerging Technology in Corporate Communication and Public Relations	15 Lectures
	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).	
	4.2	Information Technology in Corporate Communication: Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation	
	4.3	Corporate Blogging: Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog	

References:

- *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.*
- *Joseph Fernandez, Corporate Communications: A 21st Century Primer.*
- *C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication.*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: V			
Course: Organizational Ethics and Human Resource Management		Course Code: WUCBMS505			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To explain the significance of ethics and ethical practices in businesses which are indispensable for the progress of a company. 2. To discuss the applicability of ethics in functional areas like marketing, finance and human resource management. 3. To describe the concepts of human resource management and methods of human resource planning 4. To examine current issues in human resource management. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Adapt the essentials of ethics in the business firm which will lead to a culture of integrity and accountability in the business world.					
CO2: Implement ethics in marketing, finance, and human resources by understanding its applicability for long-term sustainability and trust in business operations.					
CO3: Devise a strategic workforce to meet current and future organizational needs.					
CO4: Create a plan to face challenges at the workplace.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credit/ Lecture s
		Course: Organizational Ethics and Human Resource Management	04/60 (48 Min)
1		Introduction to Ethics and Business Ethics	15 Lectures
	1.1	Ethics • Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial • Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition.	
	1.2	Business Ethics • Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics • Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences • Myths about Business Ethics • Ethical Performance in Businesses in India.	
2		Ethics in Marketing, Finance and HRM	15 Lectures
	2.1	Ethics in Marketing: • Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements.	
	2.2	Ethics In Finance: • Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and WhistleBlower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992.	
	2.3	Ethics in Human Resource Management: • Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership.	
3		Introduction to Human Resource Management	15 Lectures
	3.1	Concept of HRM- its Nature, importance and Function – Role of HR Managers in the changing Business Environment.	
	3.2	Human Resource Planning: Importance and steps in HRP-Job Analysis-Meaning and Uses-Recruitment and its sources-Selection Procedure Employment Tests and interviews-their roles and types –importance of Placement and induction.	

4		Current Issue in HRM	15 Lectures
	4.1	Human Resource Accounting-Concept, advantage and limitations.	
	4.2	Human resource Audit-Objective and scope	
	4.3	Group Dynamics and team Building –nature and significance	
	4.4	Emotional Quotient and Mentoring-Meaning and importance	
	4.5	Career Planning and Development –Nature and importance-Need for Succession	
	4.6	Empowerment and Participation- Meaning and significance	
	4.7	Emerging challenges in HRM –managing workforce diversity-managing downsizing, outsourcing.	
	4.8	Safety and security management-importance	
	4.9	Case Study- Strategic Human Resource Planning	

References:

- *Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition*
- *2. A. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010*
- *3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition*
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- 19. George T. Milkovich and John W. Boudream: *Personnel / Human Resources Management: A Diagnostic Approach, 5th Edn. Plano, TX: Business Publications, 1998.*
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- 22. Sadri, J., Sadri, S., Nayak, N., *A Strategic Approach to Human Resource Management*, JAICO Publishing House.
- 23. Davar, R. S. *Personnel Management and Industrial Relations*. Vikas Publication, Noida.
- 24. Robbins, Stephen P. *Organisational Behaviour*. Pearsons Education, New Delhi 4. B.

PROGRAM(s): T.Y.B.M.S.		SEMESTER: V			
Course: Logistics and Supply Chain Management		Course Code: WUCBMS506			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To provide basic knowledge of logistics and supply chain management. 2. To describe the role of logistics and how it interacts with the different tangible components of a supply chain. 3. To discuss various dimensions of performance measurement in logistics management. 4. To understand global trends in logistics and supply chain management. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Identify the interconnection of logistics and supply chain management with overall organization functions.</p> <p>CO2: Apply the knowledge of various functions of Logistics management in the effective performance of all activities in Logistics and Supply Chain Management.</p> <p>CO3: Organize operational strategies for effective Logistics and Supply Management.</p> <p>CO4: Assess the global drivers of businesses that are impacting the Supply Chain of the organization.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Logistics and Supply Chain Management	04/60 (48 Min)
1		Overview of Logistics and Supply Management	15 Lectures
	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.	
	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.	
	1.3	Customer Service: Key Element of Logistics: Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers.	
	1.4	Demand Forecasting: Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average).	
2		Elements of Logistic Mix	15 Lectures
	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.	
	2.2	Warehousing: Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing. Industrial Visit to a Manufacturing Plant	

	2.3	Packaging: Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design, Considerations in Packaging, Types of Packaging Material, Packaging Costs.	
		Industrial Visit to the Manufacturing Plant/Factory.	
3		Inventory Management, Logistic costing, Performance Management and Logistic networks analysis	15 Lectures
	3.1	Inventory Management: Meaning, Objectives, Functions, Importance.	
	3.2	Logistics Costing: Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing.	
	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.	
	3.4	Logistical Network Analysis: Meaning, Objectives, Importance, Scope, RORO/LASH.	
4		Recent trends in Logistic and Supply chain management	15 Lectures
	4.1	Information Technology in Logistics: Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System. Logistical Information Functionality, Information Technology Infrastructure.	
	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.	
	4.3	Logistics 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.	
	4.4	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.	

References:

- *David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics .*
- *Donald Waters, An Introduction to Supply Chain*
- *Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services .*
- *Vinod Sople, Logistic Management - The Supply Chain Imperative.*
- *Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process .*
- *Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management Understanding the Supply Chain.*
- *Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education .*
- *Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson.*
- *Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management-The McGraw Hill Companies.*

SEMESTER: VI

PROGRAM(s): T.Y.B.M.S.		SEMESTER: VI			
Course: Indirect Taxes		Course Code: WUCBMS6A1			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives: <ol style="list-style-type: none">1. To discuss the transition from the previous indirect tax regime to GST.2. To explain the components of GST including CGST, SGST and IGST.3. To explore elements and transactions included in identifying the time of supply, place of supply, and value of supply.4. To acquaint learners with the process of registration, calculation, and payment under GST.5. To describe the process of filing of return under GST.					
Course Outcomes: <p>After completion of the course, learners would be able to:</p> <p>CO1: Differentiate the components of the GST system.</p> <p>CO2: Apply the concepts of time of supply, place of supply, and value of supply in the calculation of GST.</p> <p>CO3: Analyze data for calculation of GST liability.</p> <p>CO4: Demonstrate GST return filing process including documentation requirements and types of returns.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Indirect Taxes	04/60 (48 Min)
1		Introduction to Indirect Taxation and GST	15 Lectures
	1.1	Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)	
	1.2	Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.	
	1.3	Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act)	
	1.4	Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.	
2		Concept of Supply	15 Lectures
	2.1	Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)	

	2.2	Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.	
	2.3	Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)	
	2.4	Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)	
3		Registration and Computation of GST	15 Lectures
	3.1	. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration (Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)	
	3.2	Computation of GST – Computation of GST under Inter State and Intra State Supplies.	
	3.3	Payment of Tax- Payment of Tax, Interest and other Amounts (Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act) Industrial Visit to the Manufacturing Plant/Factory/Company	
4		Filing of Returns	15 Lectures
	4.1	Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill	
	4.2	Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)	

References:

- *GST Bare Act 2017*
- *GST Law & Practice - V.S Datey (6th Edition)*
- *GST Laws – National Academy of Customs, Indirect Tax*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: Innovative Financial Services		Course Code: WUCBMS6A2			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks- 40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives: <ol style="list-style-type: none"> 1. To review the traditional financial services. 2. To provide knowledge on issue management and securitization. 3. To recognize financial services and its mechanism. 4. To provide an extensive understanding of the role of consumer finance and credit rating in the present business scenario. 					
Course Outcomes: After completion of the course, learners would be able to: CO1: Identify the basics of traditional financial services and its functioning. CO2: Discuss the concept of issue management, stock broking, and securitization. CO3: Differentiate between different financial services. CO4: Classify various consumer finance products and types of plastic cards. CO5: Explain the basics of credit rating agencies and their functioning					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Innovative Financial Service	04/60 (48 Min)
1		Introduction to Traditional Financial Services	15 Lectures
	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.	
	1.2	Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.	
	1.3	Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.	
2		Issue Management and Securitization	15 Lectures
	2.1	Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue.	
	2.2	Stock Broking: Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading.	
	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.	
3		Financial Services and its Mechanism	15 Lectures
	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.	
	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.	
	3.3	Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario.	
4		Consumer Finance and Credit Rating	15 Lectures
	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.	
	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.	
	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.	

References:

- *IM Pandey, Financial Management, Vikas Publishing House Ltd.*
- *Khan M.Y., Financial Services, Mc Graw Hill Education*
- *Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints*
- *Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House*

PROGRAM(s): T.Y.<u>B.M.S.</u>			SEMESTER: VI		
Course: Strategic Financial Management			Course Code: WUCBMS6A3		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To define various dividend policies and their theories. 2. To explore methods for incorporating risk analysis in capital budgeting decisions. 3. To acquaint learners with contemporary issues related to financial management. 4. To apprehend the intricacies of working capital financing in the banking sector 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Apply dividend valuation models to assess the impact of dividend policy on the valuation of the company.					
CO2: Implement XBRL and other trending software to enhance financial reporting.					
CO3: Comprehend principle techniques of capital budgeting and risk analysis.					
CO4: Critically analyze corporate governance principles and their role in fostering transparency, accountability, and ethical behavior in an organization.					
CO5: Adapt skills related to risk management in banking with a focus on mitigating operational and financial risks associated with working capital financing.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Strategic Financial Management	04/60 (48 Min)
1		Dividend Decision and XBRL & Other Software	15 Lectures
	1.1	Dividend Decisions: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy	
	1.2	XBRL: Introduction, Advantages and Disadvantages, Features and Users Trending Software (SAP, Workday adaptive learning, Oracle)	
2		Capital Budgeting and Capital Rationing	15 Lectures
	2.1	Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Coefficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.	
	2.2	Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems	
3		Shareholder Value and Corporate Governance/ Corporate Restructuring	15 Lectures
	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	
	3.2	Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	
4		Financial Management in the Banking Sector and Working Capital Financing	15 Lectures
	4.1	An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms,	

		Rebate on Bill Discounting, Treatment of Interest on Advances.	
	4.2	Working Capital Financing:Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach	

References:

- *C. 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*

PROGRAM(s): T.Y.B.M.S.		SEMESTER: VI			
Course: International Finance		Course Code: WUCBMS6A4			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance. 2. The course aims to give a comprehensive overview of International Finance as a separate area in International Business. 3. To introduce the basic concepts, functions, processes, and techniques. 4. To enhance knowledge of the role, functions, and functioning of International Finance in this Globalized Market. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Describe fundamental aspects and issues with respect to international finance.					
CO2: Connect overview of subject with International Business.					
CO3: Explain the basics of international finance.					
CO4: Anticipate the impact of the functioning of international finance on the global market.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: International Finance	04/60 (48 Min)
1		Fundamentals of International Finance	15 Lectures
	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	
	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.	
	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	
	1.4	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	
2		Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15 Lectures
	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)	
	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)	
	2.3	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	
3		World Financial Markets & Institutions & Risks	15 Lectures
	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 EuroBonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market	
	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	
	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	
	3.4	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	
4		Foreign Exchange Risk, Appraisal & Tax Management	15 Lectures
	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	
	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	
	4.3	International Project Appraisal: Meaning of Project	

		Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal	
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References:

- *P G Apte, International Financial Management, 5th Edition, The McGraw Hill.*
- *Cheol . S. Eun & Bruce G. Resnick, International Finance Management.*
- *Maurice D. Levi, International Finance – Special Indian Edition.*
- *Prakash G. Apte, International Finance – A Business Perspective.*
- *V A. Aadhani, International Finance.*

DETAILED SYLLABUS

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: Brand Management		Course Code: WUCBMS6B1			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To understand the meaning and significance of brand management. 2. To know how to build, sustain and grow brands. 3. To know the various sources of brand equity. 4. To list out various measuring brand strategies and their interpretation. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Explain the concept of brand management and its significance.</p> <p>CO2: Formulate brand strategies.</p> <p>CO3: Appraise different brand equity strategies.</p> <p>CO4: Develop strategies for measuring and interpreting brand strategies.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Brand Management	04/60 (48 Min)
1		Introduction to Brand Management	15 Lectures
	1.1	Introduction to Brand Management: Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis	
2		Planning and Implementing Brand Marketing Programs	15 Lectures
	2.1	Planning and Implementing Brand Marketing Programs: Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements, Personalizing Marketing: Experiential Marketing, One to One Marketing, Permission Marketing, Product Strategy: Perceived Quality, Pricing Strategy: Setting Prices to Build Brand Equity, Promotion Strategy: Developing Integrated Marketing Communication Programs, Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. Industrial Visit to the Manufacturing Plant/Factory/Company	
3		Measuring and Interpreting Brand Performance	15 Lectures
	3.1	The Brand Value Chain	
	3.2	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	
	3.3	Young and Rubicam’s Brand Asset Valuator	

	3.4	Measuring Outcomes of Brand Equity: Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis. Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology.	
4		Growing and Sustaining Brand Equity	15 Lectures
	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	
	4.2	Brand Extensions: • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity	
	4.3	Managing Brands over Time: • Reinforcing Brands, Revitalising Brands Building Global Customer Based Brand Equity	

References:

- *Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity.*
- *Keller Kevin Lane, Strategic Brand Management-2008.*
- *Elliot, Richard, Strategic Brand Management-2008.*
- *Kapferer, Jean-Noel, Strategic Brand Management-2000.*
- *Kishen, Ram, Strategic Brand Management- 2013.*
- *Keller Kevin Lane, Strategic Brand Management 4e-2015.*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course:Retail Management		Course Code: WUCBMS6B2			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning 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 create awareness about emerging trends in retail management 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Develop strategies according to retail functions and operations.					
CO2: Articulate the concept of market research and its importance in retail.					
CO3: Differentiate the various forms of merchandising and pricing strategies used in retail.					
CO4: Formulate the various store possibilities and layouts for better and more profitable retail operations.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/Unit Title	Credits/ Lectures
		Course: Retail Management	04/60 (48 Min)
1		Retail Management- An overview	15 Lectures
	1.1	Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management.	
	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.	
	1.3	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. FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario. Franchising: Meaning, Types, Advantages and Limitations, Franchising in India. Green Retailing, Airport Retailing.	
2		Retail Consumer and Retail Strategy	15 Lectures
	2.1	Retail Consumer/Shopper: Market Research as a Tool for Understanding Retail Markets and Shoppers.	
	2.2	CRM in Retail: Meaning, Objectives, Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community.	
	2.3	Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain.	
	2.4	Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location.	

	2.5	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.	
3		Merchandise Management and Pricing	15 Lectures
	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.	
	3.2	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.	
	3.3	Concept of Lifestyle Merchandising	
	3.4	Private Label: Meaning, Need and Importance, Private Labels in India	
	3.5	Retail Pricing: Meaning, Considerations in Setting Retail Pricing. Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday 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		Managing and Sustaining Retail	15 Lectures
	4.1	Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff)	
	4.2	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. 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.	
	4.3	Visual Merchandising and Display: Visual Merchandising-Meaning, Significance, Tools Used for Visual Merchandising. The Concept of Planogram. Display-Meaning, Methods of Display, Errors in Creating Display.	
	4.4	Mall Management: Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management.	
	4.5	Legal and Ethical Aspects of Retailing: Licenses/Permissions Required to Start a Retail Store in India. Ethical Issues in Retailing. Career Options in Retailing.	

References:

- Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill.
- Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai.
- Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai.
- Dunne Lusch, "Retail Management", South Western Cengage Learning.
- K.S. Menon, "Store Management", Macmillan India Ltd.
- Keith Lincoln, Lars Thomessen & Anthony Aconis, "Retailization -Brand Survival in the Age of Retailer Power", Kogan Page Ltd..
- Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill.
- Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press.
- Kishore Biyani, "It Happens in India", & "The Walmart Story".
- Store Manager, Organiser / Planner- DMS Retail.
- Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: International Marketing		Course Code: WUCBMS6B3			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks-60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To list the advantages and challenges of International Marketing. 2. To describe an insight into the dynamics of the International Marketing Environment. 3. To explain the usage of international marketing mix in diverse markets. 4. To identify various developments happening in international marketing. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Develop effective strategies in international marketing by aligning with opportunities and addressing threats to maximum positive outcomes.					
CO2: Analyze dynamics of the international marketing landscape through the lens of market research.					
CO3: Create effective strategies by use of an international marketing mix on a global scale.					
CO4: Correlate between prevailing trends and the forthcoming possibilities for businesses.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: International Marketing	04/60 (48 Min)
1		Introduction to International Marketing & Trade	15 Lectures
	1.1	<p>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 : 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.</p>	
	1.2	<p>Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC, WTO.</p>	
2		International Marketing Environment and Marketing Research	15 Lectures
	2.1	<p>International Marketing Environment: Economic Environment: International Economic Institution WTO (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union). 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. 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).</p>	
	2.2	<p>Marketing Research: Introduction, Need for Conducting International Marketing</p>	

		Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research.	
3		International Marketing Mix	15 Lectures
	3.1	International Product Decision International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labeling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning.	
	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.	
	3.3	International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel.	
	3.4	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	
4		Developments in International Marketing	15 Lectures
	4.1	Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organizational Design, Controlling International Marketing Operations, Devising International Marketing Plan.	
	4.2	International Strategies: Need for International Strategies, Types of International	

		Strategies.	
	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.	

References:

- . Dr. Shakeel Ahmad Siddiqui, *International Marketing, Dreamtech press , Edition 2011.*
- 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., Edition 2007.*
- 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.*
- Rakesh Mohan Joshi, *International Marketing, Oxford University Press, Second Edition.*
- Philip R. Cateora, John L. Graham, *International Marketing, Tata Mcgraw Hill, Twelfth Edition.*
- Rakesh Mohan Joshi, *International Marketing Oxford University Press, First Edition.*
- Michael R. Czinkota, Iikka A Ronkainen, *International Marketing, Cengage Learning Edition 2007.*
- Gerald Albaum, Edwin Duerr, Jesper Strandskov, *International Marketing and Export Management, Pearson Publication , Fifth Edition.*

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: Media Planning and Management		Course Code: WUCBMS6B4			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To understand the basics of media planning and media research. 2. To describe the media mix and plan the strategy to attain a perfect media plan. 3. To identify the process of Media Budgeting and Media Buying Process. 4. To provide an insight on Media Measurement and Evaluating the Different Media Buys. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Connect Media Planning Management with reference to current business scenario.					
CO2: Assess the basic characteristics of all media to ensure most effective use of advertising budget.					
CO3: Identify the various types of budgeting techniques and ways to buy media.					
CO4: Explore the different techniques of Media Measurement & Evaluation.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Media Planning and Management	04/60 (48 Min)
1		Overview of Media and Media Planning	15 Lectures
	1.1	<p>Overview of Media and Media Planning: 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, 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>	
	1.2	<p>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 Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey</p>	
2		Media Mix & Media Strategy	15 Lectures
	2.1	<p>Media Mix: 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>	
	2.2	<p>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>	

	2.3	Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media	
	2.4	Media Strategy: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components Steps in Formulating Media Strategies	
3		Media Budgeting, Buying & Scheduling	15 Lectures
	3.1	Media Budget Meaning, Factors to be considered while Framing a Budget, Importance of Media Budget, Methods of Setting Media Budget	
	3.2	Media Buying Meaning, Role of Media Buyer, Objectives of Media Buying, Buying Process, Buying brief	
	3.3	Media Scheduling Meaning, Importance, Factors Affecting Scheduling, Scheduling Patterns – Continuity, Flighting, Pulsing Scheduling Strategies for Creating Impact Emphasis, Multiple Spotting, Teasers	
4		Media Measurement & Evaluation	15 Lectures
	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 Peoplemeter, 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)	
	4.2	Benchmarking Metrics Share, Profile, and Selectivity Index	
	4.3	Plan Metrics Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).	
	4.4	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,	

		<p>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.</p> <p>Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	
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References:

- *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*
- *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,3rd edition*



PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: Project Work-Research		Course Code: WUCBMS605			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To enhance critical thinking, problem-solving, and analytical skills. 2. To explain the requirements of time management skills in both academic and professional environments. 3. To prepare for research-oriented careers by exposing them to the research methodology. 4. To promote self-directed learning, independence, and the ability to manage their work. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Apply theoretical knowledge to resolve real-world issues.					
CO2: Adapt analytical and time management skills to a work setting.					
CO3: Assemble the necessary information required for conducting research.					
CO4: Construct effective research projects.					
CO5: Discover career opportunities in research fields.					

Research Based-Project work is considered as a special course involving application of knowledge in solving/analyzing/exploring a real-life situation/ difficult problem. Project work would be of 04 credits. A project work may be undertaken in any area of Elective Courses/ study area selected.

Introduction

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 analysis and scientific temperament challenging the potential of the learner as regards to his/ her eagerness to enquire and ability to interpret particular aspects of the study.

Guidelines for preparation of Project Work-Research

1. General guidelines for preparation of project work based on Research Methodology

- The project topic may be undertaken in any area of Elective Courses (**Marketing or Finance**).
- Each of the learners has to undertake a Project individually under the supervision of a teacher-guide. (Min: 25 and Max:50 student per guide)
- The learner shall decide the topic and title which should be specific, clear, and with definite scope in consultation with the teacher-guide concerned.
- College shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space: 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin: in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be 80 to 100 pages after table of contents
 - Not more than 3 pics per chapter.

2. Structure to be followed to maintain the uniformity in formulation and presentation of Project Work

(Model Structure of the Project Work)

- **Chapter No. 1: Introduction**

In this chapter Selection a returned relevance of the problem, historical background of

the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- **Chapter No. 2: Research Methodology**

This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.

- **Chapter No. 3: Literature Review**

This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on the same issue.

- **Chapter No. 4: Data Analysis, Interpretation and Presentation**

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, tables of information, presentation of graphs etc. can be provided with interpretation by the learner.

- **Chapter No. 5: Conclusions and Suggestions**

In this chapter of project work, findings of work will be covered and suggestions will be enlisted to validate the objectives and hypotheses.

Note: If required more chapters of data analysis can be added.

- **Bibliography**
- **Appendix (Questionnaire)**

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: Project Work-Internship		Course Code: WUCBMS606			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To encourage hands-on experience with practical knowledge. 2. To expose students to a professional work environment and help them understand workplace dynamics, communication, and professional etiquette. 3. To allow students to explore various career paths within their field of study and help them make informed decisions about their future career direction. 4. To build professional networks and potentially secure future employment opportunities. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Contribute to the development of practical skills and experience.</p> <p>CO2: Develop a deeper understanding of industry practices, trends, and expectations required for professional growth.</p> <p>CO3: Support career goals by understanding different roles and responsibilities involved in the professional world.</p> <p>CO4: Explore connections that lead to mentorship or future job opportunities.</p>					

CONTENT OF REPORT

Chapters	Particulars
1	Research Methodology: Aim of the Project Objectives Sources of Data Scope Limitations
2	Function related to company
3	Company Profile
4	Internship Roles & Responsibilities
5	Process Flowchart
6	CSR of Company
7	SWOC Analysis of Company
8	PESTLE Analysis
9	Observations and Learning
10	Conclusion
11	Bibliography Appendix

General guidelines for preparation of project work based on Internship:

1. Letter of Intent and Internship Letters/Visitation Letter (Internship Completion Certificate)-
Mandatory
2. **Flow of the project book initial pages:**
Topic/Title, Declaration, Certificate, Letter of Acknowledgement, Letter of Intent, Internship Certificate, Executive Summary, Table of Contents, Chapters, Bibliography and Appendix.

NOTE:

1. It is mandatory to complete a minimum 120 hours of Internship but it should not be more than 6 hours in a day.
2. Internships should be done based on specialization. (Finance/Marketing).
3. Recommended to do an internship in the Summer / Winter Break by the end of December of the academic year and after SY exams.
4. If in case you are doing an internship during the semester then it should be post lecture hours.
5. Internships can be done -offline or hybrid.
6. Geo tagged pictures are required for documentation.

PROGRAM(s): T.Y.<u>B.M.S.</u>		SEMESTER: VI			
Course: Operations Research		Course Code: WUCBMS607			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-40)	Semester End Examination (Marks- 60)
4	NA	NA	04	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To identify operations research methodologies. 2. To identify how to solve various problems practically with the help of a linear programming approach. 3. To examine the proficiency in case analysis and interpretation. 4. To examine logical and mathematical properties of decision making under uncertainty. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Examine the research methodologies used for analysis.					
CO2: Articulate the methodology of operations research problem solving					
CO3: Formulate linear programming problems.					
CO4: Develop analytical skills for solving integer programming and network models arising from a wide range of applications.					
CO5: Develop a general understanding of the operational research approach to decision making in business.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Operations Research	04/60 (48 Min)
1		Introduction to Operations Research and Linear Programming	15 Lectures
	1.1	Introduction To Operations Research: Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.	
	1.2	Linear Programming Problems: Introduction and Formulation: Introduction to Linear Programming 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, Non Negativity Constraints)	
	1.3	Linear Programming Problems: Graphical Method: 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.	
	1.4	Linear Programming Problems: Simplex Method: Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) Concepts: Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and	

		<p>Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</p> <p>Note:</p> <ol style="list-style-type: none"> 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included. 	
2		Assignment and Transportation Models	15 Lectures
	2.1	<p>Assignment Problem – Hungarian Method 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> <p>Note: Traveling Salesman Assignment Problem is not included.</p>	
	2.2	<p>Transportation Problems: 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) by:</u> 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) <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS.</p> <p>Note:</p> <ol style="list-style-type: none"> 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical. 	
3		Network Analysis	15 Lectures

3.1	<p>Critical Path Method (CPM) 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 Diagrams. 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, Free Float, Independent Float and Interfering Float</p>	
3.2	<p>Project Crashing: 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	<p>Program Evaluation and Review Technique (PERT): 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 the 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. Meaning, Objectives, Importance, Scope, RORO/LASH</p>	
4	Decision Theory, Sequencing and Theory of Games	15 Lectures

4.1	Job Sequencing Problem: Processing Maximum 9 Jobs through Two Machines only. Processing Maximum 6 Jobs through Three Machines only. Calculations of Idle Time, Elapsed Time etc.	
4.2	Theory of Games Introduction Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. Types of Games. Numericals based on: Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.	

References:

- *Taha H.A., Operations Research - An Introduction, 6th Edition, Hall of India.*
- *Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons.*
- *Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons.*
- *Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company.*
- *Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series.*
- *Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.*
- *Shreenath L.S, Principles & Application 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd.*
- *Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India.*
- *Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition.*
- *NatrajanBalasubramani, Tamarasi, Operations Research, Pearson Education.*

Modality of Assessment (Semester V & VI)

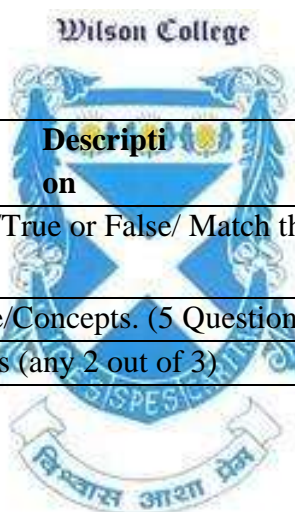
Theory Examination Pattern:

A. Internal Assessment- 40%- 40 Marks paper

Sr. No.	Evaluation Type	Marks
1	Written Objective Examination (CIA I)	20
2	Assignment/ Case study/ Field visit report/Presentations/Project/ Internships/Debates/Writing Research Papers/Organizing Events/Visit to Historical Places/Internships etc. (CIA II)	20
	Total	40

CIA I: Question Paper Pattern

Q. No.	Description	Marks
Q. 1	Multiple Choice Questions/True or False/ Match the following/Fill in the Blanks- (5 Questions)	5
Q. 2	Answer in One Line/Define/Concepts. (5 Questions)	5
Q. 3	Write Short Notes/Problems (any 2 out of 3)	10



B. External Examination- 60%- 60 Marks per paper**Semester End Theory Examination:**

1. Duration -These examinations shall be of **two hours** duration.
2. Paper Pattern: (For Theory Subjects):

Q. No	Description	Marks
Q.1. A .	Multiple Choice Questions/Fill in the Blanks	5
Q.1. B	True or False/ Match the Column	5
Q.2	Theory Question (Attempt any 1 out of 2 questions)	10
Q.3	Theory Question (Attempt any 1 out of 2 questions)	10
Q.4	Theory Question (Attempt any 1 out of 2 questions)	10
Q.5	Theory Question (Attempt any 1 out of 2 questions)	10
Q.6	Short Notes (Attempt any 2 out of 4 questions)	10
	Total	60

3. Paper Pattern: (For Practical/Numerical Subjects)

Q. No.	Description	Marks
Q.1. A .	Multiple Choice Questions/Fill in the Blanks	5
Q.1. B	True or False/ Match the Column	5
Q.2	Practical/Numerical Question (Attempt any 1 out of 2 questions)	10
Q.3	Practical/Numerical Question (Attempt any 1 out of 2 questions)	10
Q.4	Practical/Numerical Question (Attempt any 1 out of 2 questions)	10
Q.5	Practical/Numerical Question (Attempt any 1 out of 2 questions)	10
Q.6	Short Notes (Attempt any 2 out of 4 questions)	10

	Total	60
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