

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 S.Y Under NEP

**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
			Major Courses	
S.Y.B.M.S	III	WCBMSMJ231	Strategic Management	03
	III	WCBMSMJ232	Managerial Economics	03
			Minor Courses: Finance	
	III	WCBMSMN231	Wealth Management	02
	III	WCBMSMN232	Stock Market Operations	02
			Minor Courses: Marketing	
	III	WCBMSMN235	Social Marketing	02
	III	WCBMSMN236	Customer Relationship Management	02
			Skill Enhancement Course (SEC)	
	III	WCBMSSE231	Corporate Etiquettes and Body Language	02
			Value Education Course (VEC)	
	III	WCBMSVE231	Empowering Digital Inclusion	02
			Field Project	
	III	WCBMSFP231	Field Project	04
			Open Elective Course (OE)-Offered to BAMMC and B.Sc. IT	
	III	WABMSOE231/ WSBMSOE231	Organizational Behavior	02
			Major Courses	
	IV	WCBMSMJ241	Accounting for Managerial Decisions	03
	IV	WCBMSMJ242	Business Planning and Entrepreneurial Management	03
			Minor Courses: Finance	
	IV	WCBMSMN241	Corporate Restructuring	02
	IV	WCBMSMN242	International Finance	02
			Minor Courses: Marketing	
	IV	WCBMSMN245	Sales & Distribution Management	02
	IV	WCBMSMN246	Retail Management	02
			Vocational Skill Course (VSC)	
	IV	WCBMSVS241	Excel Mastery for Business Leaders	02
			Research Project	
IV	WCBMSRP241	Introduction to Business Research	04	
		Open Elective Course (OE)-Offered to BAMMC and B.Sc. IT.		
IV	WABMSOE241/ WSBMSOE241	Human Resource Management	02	

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 New Education Policy 2020 the existing syllabus of S.Y.B.M.S is restructured according to the requirement for its implementation from 2024-2025 in Bachelors of Management Studies (BMS).

The curriculum represents a holistic approach to management education, encompassing major courses in Strategic Management, Managerial Economics, Accounting, Business Planning, and Entrepreneurial Management, alongside minor courses in Finance and Marketing, as well as skill enhancement courses, Value Education in Corporate Etiquette, Digital Inclusion, and Field Project. This comprehensive framework is designed to equip learners with a diverse skill set and knowledge base essential for navigating the complexities of the modern business landscape.

The major courses such as Strategic Management delve into foundational concepts essential for strategic decision-making, while Managerial Economics provides a deep understanding of economic principles crucial for managerial decision-making. Accounting for Managerial Decisions bridges the gap between financial analysis and strategic planning, preparing learners to evaluate organizational performance effectively.

In parallel, the minor courses in Finance and Marketing offer specialized insights into wealth management, stock market operations, social marketing, customer relationship management, sales, distribution, and retail management. These courses not only enhance domain-specific knowledge but also foster critical thinking and problem-solving skills necessary for managerial roles.

Furthermore, the skill enhancement courses in Corporate Etiquettes and Body Language, as well as Empowering Digital Inclusion, are designed to enhance professional conduct, communication skills, and digital literacy, essential for thriving in today's competitive business environment.

By integrating advanced Excel training into our curriculum, we equip students with practical skills that are highly relevant in modern business environments, enabling them to leverage technology effectively and excel in their professional roles.

The inclusion of research further broadens the scope of learning, encouraging students to explore diverse areas of interest and develop a well-rounded perspective on organizational dynamics and management principles.

Overall, this curriculum is structured to empower learners with a robust foundation in management theory and practical skills, preparing them to become adept leaders, industry-ready, innovative entrepreneurs, and ethical decision-makers capable of driving organizational success in a dynamic global context.



PROGRAM(s): S.Y.B.M.S.			SEMESTER: III		
Course: Strategic Management			Course Code: WCBMSMJ231		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
03	NA	NA	03	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To explore various concepts of strategic management. 2. To categorize different types of strategy at each level. 3. To understand the concept of strategic implementation, evaluation & control techniques for strategies. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Apply the concept of business policies, strategies, strategic intent & strategic management process at various levels.</p> <p>CO2: Classify various levels of strategies and their real life application.</p> <p>CO3: Evaluate the implemented strategy and control the strategies at each level.</p>					

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DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Strategic Management	03/45
1		Introduction	15 Lectures
	1.1	Business Policy-Meaning, Nature, Importance	
	1.2	Strategy-Meaning, Definition	
	1.3	Strategic Management-Meaning, Definition, Importance, Strategic management	
	1.4	Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)	
	1.5	Strategic Intent-Mission, Vision, Goals, Objective, Plans	
2		Strategy Formulation	15 Lectures
	2.1	Environment Analysis and Scanning(SWOT)	
	2.2	Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)	
	2.3	Business Level Strategy (Cost Leadership, Differentiation, Focus) Functional Level Strategy (R&D, HR, Finance, Marketing, Production)	
	2.4	Models of Strategy making.	
	2.5	Strategic Analysis & Choices: BCG Matrix, GE 9 Cell, Porter's 5 Forces, 7S Frame Work	
3		Strategy Implementation, Strategic evaluation and control	15 Lectures
	3.1	Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional Level.	
	3.2	Strategic Evaluation Control– Meaning, Steps of Evaluation & Techniques of Control	
	3.3	Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.	

References:

- Alexander Chernav, *Strategic management, Eight Edition ,June 2014,Cerebellum press.*

- *Richardn m.s Wilson, Collin Gilligan, Strategic marketing management,3rd edition, Elsevier.*
- *Subhash .C.Jain, Marketing Strategy, India edition, cengage learning Sharan Jagpal, Marketng strategy, oxford university press.*
- *David A. Aker, Startegic Market Management, John Wiley & Sons, 2001.*
- *Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson, 13th edition*



PROGRAM(s): S.Y.B.M.S.			SEMESTER: III		
Course: Managerial Economics			Course Code: WCBMSMJ232		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
03	NA	NA	03	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To recognize the knowledge on fundamental concepts and principles of managerial economics. 2. To describe the concepts of market forces, production function and cost analysis. 3. To identify different market structures and product markets. 4. To explain essential concepts and dynamics of macroeconomics. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Apply knowledge of managerial economics in making business strategies.</p> <p>CO2: Construct business policies on the basis of all the various important functions of economics.</p> <p>CO3: Create strategies related to products, prices and plans according to product market and different market structure.</p> <p>CO4: Integrate various macroeconomics policies while making business decision.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Managerial Economics	03/45
1		Fundamentals of Microeconomics	15 Lectures
	1.1	General Foundations of Managerial Economics - Economic Approach	
	1.2	Circular Flow of Activity - Nature of the Firm - Objectives of Firms	
	1.3	Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.	
	1.4	Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run	
	1.5	Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.	
2		Product Market and Market Structure	15 Lectures
	2.1	Product Market, Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly-	
	2.2	Determination Under Different Markets	
	2.3	Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination. Industrial Visit to a manufacturing plant	
3		Macroeconomics Dynamics	15 Lectures
	3.1	Introduction to National Income – Economic Indicators, National Income Concepts - Models of National Income Determination.	
	3.2	Technology and Employment - Issues and Challenges	

	3.3	Business Cycles – Phases – Management of Cyclical Fluctuations	
	3.4	Fiscal and Monetary Policies, Budget.	
	3.5	Macro-Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization	
	3.6	Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment (FDIs).	

References:

- *Ackley.G (1976), MacroEconomic Theory and Policy, Macmillan Publishing Co. New York.*
- *Ahuja. H.L., Modern Economics — S.Chand Company Ltd. New Delhi.*
- *Bhatia H.L.: Public Finance. Vikas Publishing House Pvt. Ltd .*
- *Dornbush , Fisher and Startz, Macroeconomics, Tata-Mcgraw Hill, New Delhi.*
- *Jhingan M.L. – International Economics – Vrinda publication Pvt. Ltd - Delhi Musgrave, R.A and P.B.*
- *Musgrave (1976) : Public Finance in Theory and Practice, Tata McGraw Hill, Kogakusha, Tokyo .*
- *Shapiro, E (1996), Macro-Economic Analysis, Golgotha Publication, New Delhi.*
- *Singh.S.K. (2014): Public finance in Theory and Practice, S.Chand & co Pvt Ltd, New Delhi .*
- *Salvatore Dominick – International Economics – John Wiley & sons, Inc Singapore. Vaish .M.C. (2010) Macro Economic Theory 14th edition, Vikas Publishing House(P)Ltd.*
- *Mark Hirschey, “Managerial Economics – An Integrative Approach”, 2008, 1st Ed. Cengage Learning.*
- *Craig H. Peterson, W. Cris Lewis & Sudhir K. Jain, Managerial Economics, 2008,4th Ed.,Pearson Education.*
- *D. N. Dwivedi, “Managerial Economics”, 2009,7th Ed Vikas Publishing House Pvt. Ltd .*
- *Dominick Salvatore, “Managerial Economics”, 2008, 6th Ed. Oxford University Press.*
- *Geethika, Piyoli Ghosh,P.R. Chaudhary “Managerial Economics”, 2008, Tata McGraw Hills, New Delhi.*

PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course: Wealth Management		Course Code: WCBMSMN231			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To provide an overview of various aspects related to wealth management. 2. To acquaint the learners with risk profiling and asset allocation techniques. 3. To differentiate various components of retirement planning. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Analyze their investment journey, by periodically addressing their goals.</p> <p>CO2: Analyze the risk associated with investment for making investment decisions.</p> <p>CO3: Choose the appropriate method of investment for retirement and distribution.</p>					



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Wealth Management	02/30
1		Introduction	10 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 Manager	
	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		Financial Mathematics/ Tax and Estate Planning And Investment Planning	10 Lectures
	2.1	Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.)	
	2.2	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	
	2.3	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		Retirement Planning/ Income Streams & Tax Savings Schemes	10 Lectures
	3.1	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	
	3.2	Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes	

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): S.Y.B.M.S.			SEMESTER: III		
Course: Stock Market Operations			Course Code: WCBMSMN232		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To identify the benefits of listing securities on the Stock Exchange 2. To describe the process of clearing and settlement. 3. To familiarize students with the stock market indices. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Recall the benefits of listing securities on the stock exchange					
CO2: Explain the process of clearing and settlement.					
CO3: Interpret Stock Market Indices.					

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DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Stock Market Operations	02/30
1		Listing of Securities & Indian Stock Exchange	10 Lectures
	1.1	Listing of Securities: Merits and Demerits -Listing requirement, Procedure, Fees, Listing Requirement, Bonus Issues, Further issue, Listing Condition of BSE & NSE	
	1.2	Indian Stock Exchange: BSE, NSE, BOLT system, Demat and Electronic transfer of Securities, Institutional segment & RETDEBT market	
2		Trading, Clearing and Settlement System	10 Lectures
	2.1	Trading System, Different trading system, NEAT system, Market Types, Order Types, Order Management, Trade Management & Auction Internet Broking	
	2.2	Clearing and Settlement, Transaction Cycle, Settlement process and agencies, Risk in Settlement, Securities and Fund settlement, Demat Settlement. Shortage Handling & Identification Number	
3		Stock Market Indices	10 Lectures
	3.1	Purpose and considerations in developing index, Stock market indices in India, BSE Sensex, Scrip Selection Criteria, Construction, VSE indices, S&P CNX Nifty & OTCEI	

References:

- *The Stock Market* by Richard J. Teweles, Edward S. Bradley, Published by John Wiley & Sons, 1998.
- *The Stock Market* by Rik W. Hafer, Scott E. Hein, Published by Greenwood Publishing Group, 2007.
- *Financial Services in India* by G. Ramesh Babu, Published by Concept Publishing Company, 2005.
- *Financial Markets and Institutions* by Jeff Madura, Published by Cengage Learning, 2007.
- *Financial Markets and Institutions* by Frederic S. Mishkin, Stanley G. Eakins Published by Prentice Hall, 2012.
- *Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.*

- *Bhole, L.M., Financial Institutions and Market, Tata McGraw Hill.*
- *Vasant Desai, Indian Financial System, Himalaya Publishing House.*
- *Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson Education (Singapore), New Delhi.*
- *Gordon E. & K. Natarajan, "Financial Markets and Services", Himalaya Publishing House, New Delhi.*
- *Financial Institutions & Markets by Bhole, Published by Tata McGraw-Hill Education, 2009.*
- *Financial Markets, Institutions, and Financial Services, by Clifford Gomez, Published by PHI Learning Pvt. Ltd., 2008.*



PROGRAM(s): S.Y.B.M.S.			SEMESTER: III		
Course: Social Marketing			Course Code: WCBMSMN235		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60

Learning Objectives:

1. To define the concept of social marketing and how it is different from commercial marketing.
2. To identify the social marketing plan, STP and marketing mix.
3. To recognize the importance of NPOs, CSR in the field of social marketing.

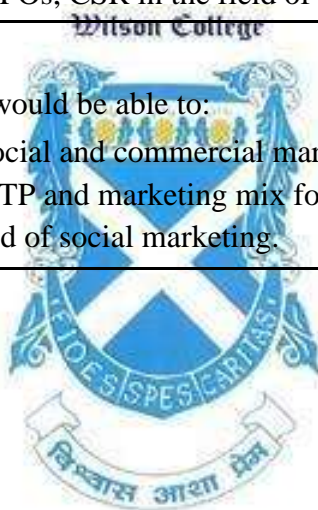
Course Outcomes:

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

CO1: Discover the difference between social and commercial marketing

CO2: Apply the social marketing plan, STP and marketing mix for the best practices.

CO3: Employ career prospects in the field of social marketing.



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Social Marketing	02/30
1		Introduction to Social Marketing	10 Lectures
	1.1	Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.	
2		Social Marketing Plan, STP and Marketing Mix	10 Lectures
	2.1	Social Marketing Plan, Segmentation, Targeting & Positioning: Social Marketing Plan, Steps in developing social marketing plan, importance of planning. Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning.	
	2.2	Social Marketing Mix: Product: Social Product, Level of Product, Social Product Branding Decision. Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel. Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.	
3		Social Marketing: Behavioral Management and overview of social sector	10 Lectures
	3.1	Managing Behaviour for Social Change: Types of Behaviour Objectives, Knowledge objectives and belief objectives, Theories and Frameworks: Social Norm Theory, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The science of habit framing.	

	3.2	<p>Social Marketing- A sectorial overview and careers:</p> <p>Marketing Health; Marketing Education; Marketing Medicare; Marketing Sanitation; Fostering Digital Literacy in the Classroom; Marketing of Social Issues of Youth; Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.</p>	
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References:

- *Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.*
- *Andreasen, A.R. (2006). Social Marketing in the 21st-century. London, UK: Sage.*
- *Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013*
- *Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)*
- *Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)*
- *French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.*
- *French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.*
- *Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA*

PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course: Customer Relationship Management		Course Code: WCBSMN236			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To define the concept of customer relationship management (CRM) and examine the methods of relationship marketing. 2. To discuss insight into CRM marketing initiatives, customer service, and designing CRM strategy. 3. To explain performance evaluation, ethics, and trends in CRM. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Apply the concept of CRM in a practical world.					
CO2: Implement various technological tools for data management.					
CO3: Adapt CRM in organizations by using various marketing techniques and customer services.					
CO4: Formulate CRM policies by considering proper performance evaluation, ethics and recent trends in CRM for long-term sustainability of the Organizations.					



DETAILED SYLLABUS

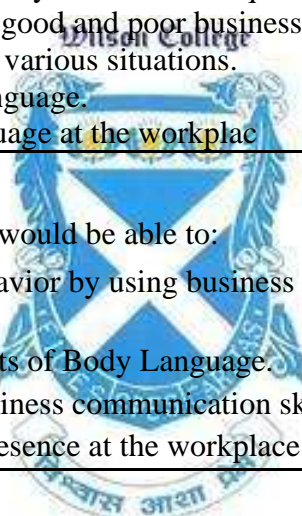
Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Customer Relationship Management	02/30
1		Introduction to Customer Relationship Management	10 Lectures
	1.1	Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners	
	1.2	Objectives of CRM, Benefits of CRM to Customers and Organizations, Customer Profitability Segments, Components of CRM, Barriers to CRM	
	1.3	Relationship Marketing and CRM	
	1.4	Objectives of CRM Strategy, The CRM Strategy Cycle, Complexities of CRM Strategy	
2		Process of CRM, CRM Marketing Initiatives, Customer Service and Data Management	10 Lectures
	2.1	CRM Planning, CRM Implementation and CRM Evaluation	
	2.2	CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing	
	2.3	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	
	2.4	CRM and Data Management: Types of Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis	
3		CRM New Horizons	10 Lectures
	3.1	E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM	
	3.2	Social Networking and CRM, Mobile-CRM	
	3.3	CRM Trends, Challenges and Opportunities	
	3.4	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.*
- *Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.*
- *Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.*
- *Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.*
- *Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.*
- *Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.*



PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course: Corporate Etiquettes and Body Language		Course Code: WCBMSSE231			
Teaching Scheme			Evaluation Scheme		
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	NA	60
Learning Objectives: <ol style="list-style-type: none"> 1. To understand the role and applicability of business etiquette in the modern business world. 2. To identify & differentiate between good and poor business etiquette. 3. To analyze appropriate etiquette for various situations. 4. To understand and interpret body language. 5. To implement appropriate body language at the workplace. 					
Course Outcomes: After completion of the course, learners would be able to: <ul style="list-style-type: none"> CO1: Recognize proper workplace behavior by using business etiquette in a variety of professional contexts. CO2: Differentiate between the elements of Body Language. CO3: Develop effective non-verbal business communication skills. CO4: Improve learners' professional presence at the workplace. 					



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Corporate Etiquettes and Body Language	02/30
1		Corporate Etiquette	15 Lectures
	1.1	Introduction -Meaning, Significance, Etiquette & Ethics, Etiquette & Perception of Civility, Consequences of Poor Professional Etiquette, Principles of Professional Behaviour	
	1.2	Types of Business Etiquette Dining Etiquette- Do's & Don'ts Dressing Etiquette- Do's & Don'ts Meeting Etiquette- Do's & Don'ts Telephone Etiquette- Do's & Don'ts Email Etiquette- Do's & Don'ts Handshake Etiquette- Do's & Don'ts Cubicle Etiquette- Do's & Don'ts Networking Etiquette- Do's & Don'ts Social Media Etiquette- Do's & Don'ts Feedback Etiquette- Do's & Don'ts Conversational Etiquette- Do's & Don'ts Personal Grooming - Do's & Don'ts	
2		Body Language	15 Lectures
	2.1	Introduction : Meaning, Significance of Body Language, Consequences of inappropriate Body Language, Nonverbal Communication & Body Language, Verbal Communication & Body Language, Elements of Body Language (Gestures, Postures, Facial Expressions, Paralanguage, Eye Contact, Kinesics)	
	2.2	Application of Body Language	

References:

- *The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success* by Barbara Pachter, McGraw-Hill Education, 2013.
- *Business Etiquette* by Sheetal Kakkar Mehta, HarperCollins Publication, 2012.
- *The Book of Business Etiquette: World After 2022* by John White, 2022 (Kindle version)
- *Everyday Etiquette: How to Navigate 101 Common and Uncommon Social Situations* by Patricia Rossi.

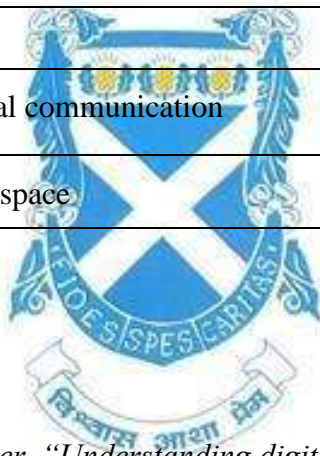
- *The Definitive Book of Body Language*, by Barbara Pease, Allan Pease, Efnito Publication, 2022
- *You Say More Than You Think*, by Janine Driver, Harmony Publication
- *What Every Body Is Saying*, Joe Navarro, William Morrow Publication, 2008.
- *Business Communication*, Meenakshi Raman, (Oxford)
- *Gorman Tom; The Complete Idiot's Almanac of Business Letters and Memos*, 1997. Prentice Hall of India PVT. LTD.
- *Ober Scot; Contemporary Business Communication. Fifth Edition; Dreamtech Press*
- *Merrihue, William (1960) Managing by Communication*, McGraw Hill, New York.
- *Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company*



PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course: Empowering Digital Inclusion		Course Code: WCBMSVE231			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-60)	Semester End Examination
02	NA	NA	02	60	NA
Learning Objectives:					
<ol style="list-style-type: none"> 1. To explain the importance of digital inclusion and digital empowerment. 2. To introduce the concepts of cyber safety and security. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Apply ICT tools and digital services in the practical world.					
CO2: Evaluate ethical issues in the cyber world.					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Empowering Digital Inclusion	02/30
1		Digital Inclusion and Digital Empowering	15 Lectures
	1.1	Needs and challenges	
	1.2	Vision of Digital India: DigiLocker, E- Hospitals, E-Pathshala, BHIM, e-Kranti (Electronic Delivery of Services), e-Health Campaigns, ABC Credits	
	1.3	Public utility portals of Govt. of India such as RTI, Health, Finance, Income Tax Filing	
2		Ethical Issues in Digital World	15 Lectures
	2.1	Netiquettes	
	2.2	Ethics in digital communication	
	2.3	Ethics in Cyberspace	



References:

- *Rodney Jones and Christoph Hafner. "Understanding digital literacies: A practical introduction". Routledge Books, 2nd edition, 2021.*
- www.digitalindia.gov.in
- www.digilocker.gov.in
- www.cybercrime.gov.in
- www.cybersafeindia.in
- www.meity.gov.in/cyber-surakshit-bharat-programme

PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course: Field Project		Course Code: WCBMSFP231			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical/Field Project (Total Hours)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-60)	Semester End Examination
30 (2 Credit)	60 (2 Credit)	NA	04	NA	NA
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To provide students with practical exposure and hands-on experience in applying theoretical concepts to real-world scenarios in the business environment. 2. To develop skills such as problem-solving and decision-making, thereby enhancing their employability and readiness for the industry. 3. To collaborate effectively with team members, share responsibilities, and achieve project objectives collectively. 4. To propose innovative solutions in addressing the identified issues. 5. To enhance professional skills such as communication, presentation, report writing, and networking, essential for career growth and success. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Apply management or finance or marketing principles /government schemes in real-world business scenarios.</p> <p>CO2: Evaluate proposed innovative solutions' feasibility and effectiveness in addressing identified business issues.</p> <p>CO3: Analyze team dynamics and collaboration strategies to achieve project objectives collectively.</p> <p>CO4: Develop professional skills essential for career growth and success in the industry.</p> <p>CO5: Design potential solutions or improvements to overcome challenges concerning the implementation of government schemes.</p>					

Note: Assessment will be based on 10 point grading system (100 marks)
Details provided in Annexure-I (Guidelines)

DETAILS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Field Project	02/30
1		Basics of Field Project	15 Lectures
	1.1	Management and Field Project	
	1.2	Tools and Techniques (Primary and Secondary)	
	1.3	Data Analysis of Field Project	
	1.4	Ethics of Field Project	
2		Introduction of Government Scheme or Yojanas	15 Lectures
	2.1	Understanding of Policies - Components, Implementation, Benefits, Eligibility Criteria, Challenges and Solution.	
	2.2	Case Study	

Note -

Teaching government schemes (yojanas) to students can be engaging and informative. Here's a structured approach:

- 1. Understanding the Scheme:** Start by explaining the purpose, objectives, and target beneficiaries of the scheme. Use simple language and examples to ensure comprehension.
- 2. Components:** Break down the scheme into its key components or initiatives. Discuss how each component contributes to achieving the scheme's goals.
- 3. Implementation:** Explain how the scheme is implemented, including the roles of different government agencies, NGOs, and other stakeholders. Highlight any innovative features or technologies used in implementation.
- 4. Benefits:** Discuss the benefits provided by the scheme to its beneficiaries. Include both short-term and long-term impacts, such as improved healthcare, education, employment, or infrastructure development.
- 5. Eligibility Criteria:** Explain who is eligible to benefit from the scheme and how they can apply or enroll. Discuss any criteria or documents required for enrollment.
- 6. Challenges and Solutions:** Address any challenges or limitations faced in implementing the scheme. Discuss potential solutions or improvements to overcome these challenges.

7. Resources: Provide supplementary resources such as government reports, videos, articles, or infographics to deepen students' understanding of the scheme.

By covering these aspects, students can gain a comprehensive understanding of government schemes and their significance in promoting inclusive development

Sample Schemes -

Pradhan Mantri Mudra Yojana

Startup India Initiative

Startup India Seed Fund Scheme (SISFS)

Credit Guarantee Scheme for Startups (CGSS)

PM Awas Yojana

Pradhan Mantri Kaushal Vikas Yojana

Reference Link:

<https://nowgonggirlscollege.edu.in/upload/criteria/1671795480.pdf> BROCHURE 23 AUG 14 REV
(pmjdy.gov.in)

Startup India Scheme

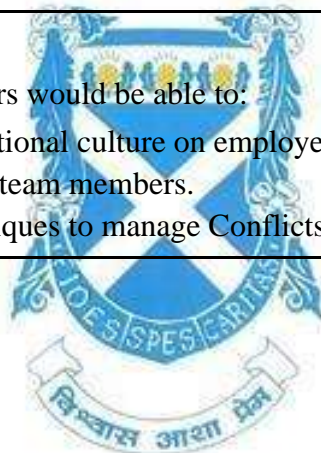
<https://pmaymis.gov.in/>

<https://www.pmkvyofficial.org/>

<https://www.startupindia.gov.in/content/sih/en/credit-guarantee-scheme-for-startups.html>

DETAILED SYLLABUS

PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course: Organizational Behavior		Course Code: WABMSOE231 / WSBMSOE231			
Teaching Scheme			Evaluation Scheme		
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-60)	Semester End Examination
02	NA	NA	02	60	NA
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To describe different organizational behavior & its impact on employees. 2. To discuss different methods to motivate team members to adopt and implement specific behavior. 3. To identify different conflict resolution techniques used for managing Conflicts. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Interpret the impact of organizational culture on employee behavior.</p> <p>CO2: Develop strategies to influence team members.</p> <p>CO3: Apply conflict resolution techniques to manage Conflicts.</p>					



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Organizational Behavior	02/30
1		Organizational Behavior-I	15 Lectures
	1.1	Introduction to Organizational Behavior-Concept, definitions, Evolution of OB	
	1.2	Importance of Organizational Behavior-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate	
	1.3	Individual and Group Behavior-OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB	
	1.4	Human Relations and Organizational Behavior	
2		Organizational Behavior-II	15 Lectures
	2.1	Managing Communication: Conflict management techniques.	
	2.2	Time management strategies.	
	2.3	Learning Organization and Organizational Design	
	2.4	Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing	

References:

- *Stephen P. Robbins “Organizational Behavior” Prentice Hall of India Private Ltd.*
- *Mirza S. Saiyadain “Organizational Behavior” Tata Mc. Graw Hill.*
- *John Bratton “Work and Organizational Behavior” Militza Callinan Carolyn Forshaw and Peter Sawchuk Palgrave Macmilla, New York.*
- *Margie Parikh and Rajen Gupta “Organizational Behaviour” Tata Mc. Graw Hill Education Private Limited, New Delhi.*
- *Suja Nair “Organizational Behaviour” Himalaya Publishing House, Mumbai.*
- *John. R. Schermerhorn, James Hunt, Richard Osborn, Mary Ulh Bien, “Organizational Behaviour” John Wiley and Sons Publications, San Fransisco.*
- *Don Hellriegel& John W. Slocum “Organizational Behaviour”, South Western Cengage Learning Publications.*
- *Joan V. Gallos “Organizational Development” John Wiley and Sons Publications, San Francisco.*

SEMESTER: IV

PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course: Accounting for Managerial Decisions		Course Code: WCBMSMJ241			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
03	NA	NA	03	40	60
Learning Objectives: <ol style="list-style-type: none">1. To acquaint management learners with basic accounting fundamentals.2. To develop financial analysis skills among learners.3. The course aims at explaining the core concepts of business finance and its importance in managing a business.					
Course Outcomes: <p>After completion of the course, learners would be able to:</p> <p>CO1: Classify financial statements to evaluate organizations performance effectively.</p> <p>CO2: Apply different techniques to various domains concerned with accounting-based applications and solutions.</p> <p>CO3: Acquire basic financial analytical skills required for financial decision-making in any business.</p> <p>CO4: Estimate financial organizational requirements.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Accounting for Managerial Decisions	03/45
1		Analysis and Interpretation of Financial statements	15 Lectures
	1.1	Vertical Form of Balance Sheet and Profit & Loss A/c	
	1.2	Trend Analysis, Comparative Statement & Common Size Statement	
2		Ratio Analysis and Interpretation & Working Capital	15 Lectures
	2.1	Ratio Analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification	
	2.2	Balance Sheet Ratios: Current Ratio, Liquid Ratio, Stock Working Capital Ratio, Proprietary Ratio, Debt Equity Ratio, Capital Gearing Ratio.	
	2.3	Revenue Statement Ratios: Gross Profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio	
	2.4	Combined Ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio	
	2.5	Different modes of expressing ratios: Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.	
	2.6	Working Capital Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations.	
3		Cash Flow Statement & Receivables Management	15 Lectures

	3.1	a) Cash Flow Statement Preparation of cash flow statement (Accounting Standard-3(revised))	
	3.2	b) Receivables Management- Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]	

References:

- *Srivastava R M, Essentials of Business Finance, Himalaya Publications*
- *Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin*
- *Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.*
- *Book: Manan Prakashan (Ainapure)*
- *Hingorani NL and ramanthan AR - Management Accounting , New Delhi*
- *Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi*
- *Maheshwari SN - Management and Cost Accounting , Sultan Chand*



PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course: Business Planning & Entrepreneurial Management		Course Code: WCBMSMJ242			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
03	NA	NA	03	40	60
Learning Objectives:					
<ol style="list-style-type: none"> 1. To develop a foundation of entrepreneurship among students 2. To differentiate various types and classifications of entrepreneurs. 3. To explain the process of entrepreneurial venture development and project management. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Adapt knowledge and skills necessary to start and manage successful businesses.					
CO2: Categorize roles of different types of entrepreneurs and challenges faced by them.					
CO3: Create business ventures by applying practical skills such as project management, business planning and venture development.					



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/ Lectures
		Course: Business Planning and Entrepreneurial Management	03/45
1		Foundations of Entrepreneurship Development	15 Lectures
	1.1	Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur.	
	1.2	Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social Change by Everett Hagenon College	
	1.3	External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development. Industrial Visit	
2		Types & Classification Of Entrepreneurs	15 Lectures
	2.1	Intrapreneur –Concept and Development of Intrapreneurship.	
	2.2	Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group.	
	2.3	Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.	
	2.4	Option available to Entrepreneurs. (Ancillarisation, BPO, Franchise, M&A).	
3		Entrepreneurial Venture Development & Project Management	15 Lectures
	3.1	Innovation, Invention, Creativity, Business Idea, Opportunities through change, Idea generation– Sources- Development of product /idea.	
	3.2	Environmental scanning and SWOT analysis.	
	3.3	Creating Entrepreneurial Venture-Entrepreneurship Development Cycle.	

	3.4	Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.	
	3.5	Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership.	
	3.6	Critical Risk Contingencies of the proposal, Scheduling and milestones.	
	3.7	Steps involved in starting of Venture, Institutional support to an Entrepreneur, Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects.	
	3.8	New trends in entrepreneurship.	

References:

- *Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.*
- *Entrepreneurial Development - S.S. Khanna .*
- *Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication.*
- *Entrepreneurial Development in India - Sami Uddin, Mittal Publication.*
- *Entrepreneur Vs Entrepreneurship- Human Diagno.*

PROGRAM(s): S.Y.B.M.S.			SEMESTER: IV		
Course: Corporate Restructuring			Course Code: WCBMSMN241		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60

Learning Objectives:

1. To provide basic knowledge relating to legal, accounting, and practical implementation of corporate restructuring.
2. The course covers the complex facets of the corporate restructuring process.
3. To impart knowledge on causes, methods and types of restructuring.
4. To help students illustrate the real reconstruction process and its impact on the company.

Course Outcomes:

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

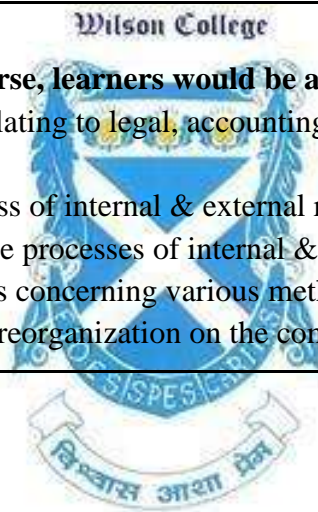
CO1: Develop knowledge relating to legal, accounting, & practical implications of corporate restructuring.

CO2: Comprehend the process of internal & external restructuring of business.

CO3: Distinguish between the processes of internal & external reconstruction.

CO4: Solve various problems concerning various methods of reconstruction.

CO5: Analyze the impact of reorganization on the company.



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Corporate Restructuring	02/30
1		Corporate Restructuring – Introduction and Concepts (Only Theory)	10 Lectures
	1.1	Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.	
	1.2	Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.	
	1.3	Forms of Restructuring - Merger, Demerger, Reverse merger, Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale	
	1.4	Impact of Reorganization on the Company - An Introduction -Change in the Internal Aspects on Reorganization –Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People	
	1.5	Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.	
	1.6	Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.	
2		Accounting of Internal Reconstruction (Practical and theory)	10 Lectures
	2.1	Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions	
	2.2	Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender	

		and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.	
3		Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory)	10 Lectures
	3.1	In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively.	
	3.2	Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.	

References:

- *Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur*
- *Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH*
- *Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi*
- *Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi*



PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course: International Finance		Course Code: WCBMSMN242			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60
<p style="text-align: center;"><i>Wilson College</i></p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To familiarize the student with the fundamental aspects of various issues associated with international finance. 2. 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 involved in internal finance. 4. To enhance knowledge of the role, functions, and functioning of international finance in the globalized market. 					
<p>Course Outcomes:</p> <p>After completion of the course, learners would be able to:</p> <p>CO1: Describe fundamental aspects and issues concerning international finance.</p> <p>CO2: Connect overview of the subject with international business.</p> <p>CO3: Explain the basics of international finance.</p> <p>CO4: Anticipate the impact of the functioning of international finance on the global market.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: International Finance	02/30
1		Fundamentals of International Finance	10 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	10 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	10 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 Euro Bonds, 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	

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.*

PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course: Sales & Distribution Management		Course Code: WCBMSMN245			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	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.					

Wilson College



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Sales & Distribution Management	02/3 0
1		Introduction	10 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	10 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, Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy, Difference Between Consumer Selling and Organizational Selling	

		Difference Between National Selling and International Selling. Industrial Visit	
3		Distribution Channel Management	10 Lectures
	3.1	Management of Distribution Channel – Meaning & Need Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler Choice of Distribution System – Intensive, Selective, Exclusive.	
	3.2	Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost. Factors Affecting Effective Management Of Distribution Channels.	
	3.3	Channel Design: Channel Policy, Channel Design & Channel Dynamics.	

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. Havaladar, 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.*
- *Cavale, K. K. H. V. M. (2006). Sales and distribution management: text and cases.*
- *Tata McGraw-Hill Education. Panda, T.K., Sahadev, S. (2012). Sales and Distribution Management. Oxford Higher Education.*
- *Still, R. R., Cundiff, E. W., & Norman & A, P. G. (2011). Sales and Distribution Management.*
- *Allan L. Reid, Modern Applied Selling, New Jersey, Prentice Hall.*
- *Frederic A. Russel, Frank H. Brach, Richard H. Buskirk and Bruce D. Buskirk, Selling Principles and Practices, New York: McGraw Hills.*
- *Hair Joseph F., etal, ‘Sales Management’, Cengage Learning, New Delhi.*
- *Havaladar K. K., Cavale Vasant, ‘Sales and Distribution Management, Text and cases’, McGraw Hill Education (India) Private Limited, Chennai.*
- *Panda T.K., Sahadev Sunil, ‘Sales and Distribution Management, Oxford University Press, New Delhi.*
- *Richard It. Still, Edward W. Cundiff, Norman A.P. Govani, Sales Management, Decisions, Strategies and Cases, Pearson India Pvt. Ltd.: New Delhi.*
- *Srivastava R.K., Ernest Fam, Kim S. Fam, ‘Sales Management’, Excel Books, New Delhi.*

Wilson College



PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course: Retail Management		Course Code: WCBMSMN246			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	40	60

Learning Objectives:

1. To familiarize the students with retail management concepts and operations.
2. To develop an understanding of retail management terminology including merchandise management, store management and retail strategy.
3. To create awareness about emerging trends in retail management.

Course Outcome:

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

CO1: Create plans for improving store operations and functions.

CO2: Differentiate the various forms of merchandising and pricing strategies used in retail.

CO3: 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	02/30
1		Retail Management- An overview	10 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	10 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, and 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.	
	2.6	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.	
	2.7	Concept of Lifestyle Merchandising	
	2.8	Private Label: Meaning, Need and Importance, Private Labels in India	
3		Retail Pricing, Managing and Sustaining Retail	10 Lectures
	3.1	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.	
	3.2	Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)	
	3.3	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.	
	3.4	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.	
	3.5	Mall Management: Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management.	
	3.6	Legal and Ethical Aspects of Retailing: Licenses/Permissions Required Starting a Retail Store in	

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): S.Y.B.M.S.		SEMESTER: IV			
Course: Excel Mastery for Business Leader		Course Code: WCBMSVS241			
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
02	NA	NA	02	NA	60
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To introduce spreadsheet basics and customize Excel 2. To explain basic formulas and functions of Excel. 3. To enhance data validation and data analysis skills. 					
<p>Course Outcomes: After completion of the course, learners would be able to:</p> <p>CO1: Organize the data in a valid format across various industries and professions.</p> <p>CO2: Apply efficient data entry, formatting, and simple calculations in Excel.</p> <p>CO3: Develop skills such as data analysis and reporting.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Excel Mastery for Business Leaders	02/30
1		Introduction-Excel	10 Lectures
	1.1	Introduction - Overview of the Screen, navigation and basic spreadsheet Concepts, Various selection techniques & Shortcut keys	
	1.2	Customizing Excel - Customizing the Ribbon, using Customizing Auto correct	
2		Basics Functions of Excel	10 Lectures
	2.1	Function - Sum, Average, Max, Min, Count, Counta	
	2.2	Formatting and Proofing - Currency Format, Format Painter, Formatting dates, Custom and Special Formats, Formatting cells with number formats, font formats, alignment, Border, Etc.	
	2.3	Mathematical Functions - Sumif, Sumifs, Countif, Countifs, Averageif, Averageifs, Nested IF, IFERROR Statement AND, OR, NOT	
3		Advanced Excel	10 Lectures
	3.1	What if Analysis - Goal seek, Scenario Analysis, Data Table (PMT Function) & Solver tool	
	3.2	Logical Functions - IF function, How to Fix Errors - if error, Nested if & Complex if and or Functions	
	3.3	Lookup Functions - Vlookup/Hlookup, Index and match, Nested Lookup, Reverse lookup, Vlookup with Helper Column	
	3.4	Pivotal Tables - Simple Pivot tables, Classic Pivot Table Choosing Field, Filtering PivotTables, Modifying PivotTable Data	
	3.5	Arrays Function - Formula, Arrays with IF, Len and Mid Functions Formulas, Arrays with Lookup functions, Advanced use of Formulas with Arrays.	

References:

- *Microsoft Office Professional 2013 Step by Step* By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
- *Advanced Excel Essentials* – Jordan Goldmeier
- *Excel VBA Programming For Dummies* – John Walkenbach
- *Learn Microsoft Office* – Russell A. Stultz – BPB Publication

PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course: Introduction to Business Research		Course Code: WCBMSRP241			
Teaching Scheme			Evaluation Scheme		
Lectures (Total Hours)	Practical/Research Work (Total Hours)	Tutorial (Hours per week)	Total Credit	Continuous Internal Assessment (Marks-40)	Semester End Examination (Marks-60)
30 (2 Credit)	60 (2 Credit)	NA	04	NA	NA
<p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. To provide learners with a guide to conduct research systematically, solve problems, and analyze data. 2. To promote self-directed learning, independence, and the ability to manage their work. 3. The course is designed to inculcate analytical abilities and research skills among the students. 4. To empower the students with the skills in writing and presenting research proposals/papers/articles and reports in tune with globally accepted standards. 5. To prepare for research-oriented careers by exposing them to the research methodology. 					
<p>Course Outcomes: After completion of the course, learners would be able to:</p> <p>CO1: Apply research approaches, techniques, and strategies in the appropriate manner for managerial decision-making.</p> <p>CO2: Construct a questionnaire to achieve the objectives of the research.</p> <p>CO3: Imbibe data collection, analysis, interpretation, and presentation skills at par with globally accepted standards.</p> <p>CO4: Develop an art of writing research articles/papers</p> <p>CO5: Design business research proposals in the area of marketing/finance.</p> <p>CO6: Discover career opportunities in research fields.</p>					

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Introduction to Business Research Part I	02 Credit /30 Hours
1		Introduction to Business Research Methods	10 Lectures
	1.1	Meaning and objectives of research	
	1.2	Types of research– a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal	
	1.3	Concepts in Research: Variables, Qualitative and Quantitative Research	
	1.4	Stages in the research process	
	1.5	Research design– Concept, Steps and Essentials	
	1.6	Sampling- meaning of sample and sampling, methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball Convenient, Judgment, Quota, Snow ball ii)Probability– Simple Random, Stratified, Cluster, Multi Stage.	
2		Data Collection, Processing, Analysis & Interpretation	10 Lectures
	2.1	Types of data and sources- Primary and Secondary data sources	
	2.2	Methods of Data Collection-a) Observation, b) Experimental, c) Interview, d) Survey, e) Survey instrument–f) Questionnaire designing., g) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions. h) Scaling techniques-i) Likert scale, ii) Semantic Differential scale	
	2.3	Basics of processing of data– i) Editing- field and office editing, ii) coding– meaning and essentials, iii) tabulation – note MS-Excel (STEPS: data entry, working on edit, view, data transfer, tabulation, statistics & graph)	
3		Analysis, Interpretation, and Advanced Techniques in Report Writing	10 Lectures
	3.1	Analysis of Data- Meaning, and Types.	

	3.2	Interpretation of Data- Concept, Essentials and Significance	
	3.3	Report writing- Meaning, importance, functions of reports, essential of a good report, content of report, steps in writing a report, footnotes and bibliography	
	3.4	Ethics and research	
	3.5	Plagiarism	
		Part II	02 Credits/04 Hours
		Writing a Research Paper	

References:

- *Research for Marketing Decisions Paul E. Green, Donald S. Tull*
- *Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall*
- *Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication*
- *Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill*
- *Marketing research and applied orientation, Naresh K Malhotra, Pearson*
- *Statistics for management, Levin and Reuben, Prentice Hall*
- *Research Methods for Management: S Shajahan, Jaico Publishing*

Note: Presentation/publication will be a part of the assessment.

An external examiner will be also appointed to evaluate the assessment. (Int -40 marks and Ext 60marks)
Assessment will be based on 10 grade points.

To be added (Any other point discussed with a guide).

Refer to Annexure II for guidelines.

PROGRAM(s): S.Y.B.M.S.			SEMESTER: IV		
Course: Human Resource Management			Course Code: WABMSOE241/ WSBMSOE241		
Teaching Scheme				Evaluation Scheme	
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (Marks-60)	Semester End Examination
02	NA	NA	02	60	NA
Learning Objectives:					
<ol style="list-style-type: none"> 1. To describe the concepts of human resource management and methods of human resource planning. 2. To examine current issues in human resource management. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Devise strategic workforce to meet current and future organizational needs.					
CO2: Create a plan to face challenge at the workplace.					



DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Credits/Lectures
		Course: Human Resource Management	02/30
1		Introduction to Human Resource Management	15 Lectures
	1.1	Concept of HRM- its Nature, importance and Function – Role of HR Managers in the changing Business Environment.	
	1.2	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.	
2		Current Issue in HRM	15 Lectures
	2.1	Human Resource Accounting-Concept, advantage and limitations.	
	2.2	Human resource Audit-Objective and scope	
	2.3	Group Dynamics and team Building –nature and significance	
	2.4	Emotional Quotient and Mentoring-Meaning and importance	
	2.5	Career Planning and Development –Nature and importance-Need for Succession	
	2.6	Empowerment and Participation- Meaning and significance	
	2.7	Emerging challenges in HRM –managing workforce diversity-managing downsizing, outsourcing.	

References:

- *Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.*
- *Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff.*
- *10.\ Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.*
- *Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford.*
- *Greenhaus, J.H., Career Management, Dryden, New York. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford.*

- *Aswathappa. K, Human Resource Management Subba Rao, Human Resources Management. Michael Porter, HRM and Human Relations.*
- *M.N. Rudrabasavaraj: Cases in Human Resource Management –Himalaya Publishing House –NewDelhi, 1998 Decenzo,*
- *D.A. and Robbins, S. P., Fundamentals of Human Resource Management, Wiley, India.*
- *Dessler, G. and Varkkey, B., Human Resource Management, Pearson Education, Delhi.*
- *Chhabra, T.N., Human Resource Management, Dhanpat Rai & Co., Delhi.*
- *AswathappaK., Human Resource Management, Tata McGraw, Hill, New Delhi.*
- *H. John Bernardin and Richard W. Beatty: Performance Appraisal: Human Behavior at work – Boston: Kent, 1984.*
- *Lepak, David & Gowan, Mary. Human Resource Management. Dorling Kindersley (India).*
- *Khanna, S.S. Human resource Management (Text and Cases). S. Chand, New Delhi.*
- *Sadri.J, Sadri.S, Nayak.N, A Strategic Approach to Human Resource Management, JAICO Publishing House.*



Modality of Assessment (Semester III & IV)

Theory Examination Pattern:

A. Internal Assessment- 40%- 40 Marks per paper

B.

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/Research proposals 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

C. 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	Short Notes (Attempt any 4 out of 6 questions)	20

	Total	60
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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 4 out of 6 questions)	10
	Total	60

Overall Examination & Marks Distribution Pattern:

Semester	Course Code	Course Title	Internal	External	Total
SEMESTER: III					
III	WCBMSMJ231	Strategic Management	40	60	100
III	WCBMSMJ232	Managerial Economics	40	60	100
III	WCBMSMN231	Wealth Management	40	60	100
III	WCBMSMN232	Stock Market Operation	40	60	100
III	WCBMSMN235	Social Marketing	40	60	100
III	WCBMSMN236	Customer Relationship Management	40	60	100
III	WCBMSSE231	Corporate Etiquettes and Body Language	-	60	60
III	WCBMSVE231	Empowering Digital Inclusion	60	-	60
III	WABMSFP231	Field Project	10 Grade Point		
III	WABMSOE231/ WSBMSOE231	Organizational Behavior	60	-	60
SEMESTER:- IV					
IV	WCBMSMJ241	Accounting for Managerial Decisions	40	60	100
IV	WCBMSMJ242	Business Planning & Entrepreneurial Management	40	60	100
IV	WCBMSMN241	Corporate Restructuring	40	60	100
IV	WCBMSMN242	International Finance	40	60	100
IV	WCBMSMN245	Sales & Distribution Management	40	60	100
IV	WCBMSMN246	Retail Management	40	60	100
IV	WCBMSVS241	Excel Mastery for Business Leaders	-	60	60
IV	WABMSRP241	Introduction to Business Research	10 Grade Point		
IV	WABMSOE241/ WSBMSOE241	Human Resources Management	60	-	60