



**Shri Vile Parle Kelavani Mandal's  
NARSEE MONJEE COLLEGE OF COMMERCE AND  
ECONOMICS(AUTONOMOUS)**

Affiliated to the  
**UNIVERSITY OF MUMBAI**

**Program: BACHELOR OF MANAGEMENT STUDIES**

**T.Y.B.M.S.**

**Semester V**

**Choice Based Credit System (CBCS) with effect from the  
Academic year (2022-23)**

### Program Objectives:

- To inculcate the knowledge of core business management processes for enabling the learners to administer socially responsible businesses.
- To demonstrate and apply management skills & practices, in areas of Management, Marketing, Finance, Human Resource and Operations.
- To instill core values in the learners in order to make ethical and socially responsible citizens, entrepreneurs and leaders of the future.
- To develop competency and skills to prepare, train and enhance the learners to excel in the corporate world.

### Program Outcomes:

- The learner will get comprehensive management training by way of interaction, projects, presentations, industrial visits, job orientations, placements etc.
- The learner will have a solid foundation to take up higher learning courses and pursue professional business careers ahead.
- The learner shall acquire comprehensive domain knowledge in Business Management specializing in Marketing or Finance.
- The learner will gain knowledge to imbibe ethical managerial and entrepreneurial skills.
- The learner will be able to apply quantitative tools and rational thinking in problem solving and decision making in business.

BMS COURSE STRUCTURE 2023-24			
TYBMS (Semester V)		TYBMS (Semester VI)	
Name of the subject	Credits	Name of the subject	Credits
Core Course (CC)		Core Course (CC)	
International Business	4	Operations Research	4
Business Analytics	4	Project Work	4
Elective Course (EC)		Elective Course (EC)	
Marketing elective		Marketing elective	
Brand Management	3	Retail Management	3
Services Marketing	3	Media Planning & Management	3
E-Commerce & Digital Marketing	3	Sports Marketing	3
Sales & Customer Relationship Management	3	Tourism Marketing	3
Finance elective		Finance elective	
Investment Analysis and Portfolio Management	3	Project Management	3
Derivatives Market	3	International Finance	3
Indirect Tax	3	Risk Management	3
Wealth Management	3	Strategic Financial Management	3
	20		20

Program : BMS				Semester: V			
Course : International Business				Code : NMUBMS511			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	nil	nil	04	25 Marks	75 Marks	nil	nil
Internal Component (Theory Break up )							
Class Test Duration 20 mins.			Assignments			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> <li>To give an overview about the international Business and discuss the challenges involved in it.</li> <li>To explain the exports/import procedures &amp; documentation.</li> <li>To educate learners about the export/import financing.</li> <li>To create awareness about the institutional support, schemes and various other measures introduced by the government to promote international business.</li> </ul>							
Learning Outcomes							
<ul style="list-style-type: none"> <li>Learners will understand the dynamics of international Business and the role of global institutions in the growth and development of world trade.</li> <li>Learners will be acquainted with product planning and distribution wrt the international markets.</li> <li>Learners will be updated with foreign trade policies regulating foreign trade and institutional support offered by government to promote exports.</li> <li>Learners will be equipped with the knowledge of legal formalities, documentation and steps involved in export-import.</li> </ul>							
Pedagogy							
Lectures, audio-video presentations, business games, research documentaries, literature review (research papers/ articles, news articles, blogs etc.), brain storming and other group assignments.							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<u><b>Introduction to International Business</b></u> <ul style="list-style-type: none"> <li><b>International Business:</b> Meaning, features, drivers, factors influencing international business,</li> </ul>	Lectures Case study Group Assignments	15 lectures	International Business- P. Subba Rao

	<p>challenges, phases, benefits, difference, Role of MNC's/TNC's.</p> <ul style="list-style-type: none"> <li>• <b>Theories of International Trade</b></li> <li>✓ Classical: Absolute cost advantage, Comparative cost advantage, Heckscher- Ohlin Theory (Factor proportions theory),</li> <li>✓ <b>Trade barriers &amp; Trade blocks:</b> Tariff &amp; Nontariff barriers, Economic and regional integrations- Forms of economic integrations,</li> <li>• <b>Role of Global institutions in development &amp; growth of world trade</b></li> </ul>			<p>International Business – Vyuptakesh Sharan</p> <p>International Business environment &amp; Operations – Johan D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan &amp; Prashant Salwan</p>
II	<p><b><u>International Product Planning and Distribution</u></b></p> <ul style="list-style-type: none"> <li>• <b>Orientation of business towards internationalization- EPRG Model</b></li> <li>• <b>Foreign market entry strategies</b></li> <li>• <b>Product:</b> Product Mix, Branding (trade mark &amp; copyright) packaging and labeling.</li> <li>• <b>Pricing:</b> Methods, strategies, pricing quotation &amp; terms of payment</li> <li>• <b>Promotion:</b> Tools &amp; factors influencing promotion</li> <li>• <b>Distribution:</b> Roles &amp; responsibilities of channel intermediaries, types of channels &amp; factors influencing choice of distribution channels.</li> <li>• <b>International Marketing Research</b></li> <li>• <b>Inclusion of E-marketing in global space</b></li> </ul>	<p>Lectures Case study Group Assignments</p>	<p>15 lectures</p>	<p>International Marketing strategy planning, Market entry &amp; implementation- Roger Bennett &amp; Jim Blythe</p> <p>Global Marketing Management- Warren J Keegan</p> <p>International Marketing- Justin Paul &amp; Ramneek Kapoor</p>
III	<p><b><u>Indian foreign trade policy &amp; Institutional support</u></b></p> <ul style="list-style-type: none"> <li>• <b>Role &amp; Functions of DGFT</b></li> <li>• <b>Foreign trade policy</b></li> </ul>	<p>Lectures Case study Group Assignments</p>	<p>15 lectures</p>	<p>International Trade and Export Management-</p>

	<ul style="list-style-type: none"> <li>✓ Highlights of Foreign trade policy (1<sup>st</sup> April,2021 – 31<sup>st</sup> March, 2026)</li> <li>• <b>Institutional support to exporters</b> (Financial, technical, Marketing): Indian trade promotion organisation, Indian institute of foreign trade, Indian institute of packaging, Export promotion councils, Export and trading houses, SEZ, STP, EPZ &amp; FTWZ.</li> <li>• <b>Measures to promote exports</b></li> <li>• <b>Overview of India’s foreign trade &amp; contribution of service sector in India’s foreign trade.</b></li> </ul>			<p>Francis Cherunilam</p> <p>Taxmann’s Handbook of special economic zones/ Export oriented units- V.s. Datey</p>
IV	<p><b><u>Documentation and Export Import Procedures</u></b></p> <ul style="list-style-type: none"> <li>• <b>Commercial &amp; regulatory documents-</b> commercial invoice, packing list, letter of credit, mates receipt, bill of lading, certificate of origin, shipping bill, consular invoice, airway bill, GR form, ISO certifications, &amp; other documents.</li> <li>• <b>Export licensing</b> (Types &amp; Procedure)</li> <li>• <b>Setting up an export firm &amp; entering into export contract.</b></li> <li>• <b>Export &amp; import procedure</b></li> <li>• <b>Role of EDI</b></li> <li>• <b>Export financing:</b> Types (pre-shipment &amp; post-shipment) procedure, Forfaiting, role of EXIM Bank and other financial institutions.</li> <li>• <b>Export risk management:</b> Cargo insurance &amp; Export credit insurance</li> </ul>	<p>Lectures</p> <p>Case study</p> <p>Group Assignments</p> <p>Class Activity: A Comparative study on the digitization of EXIM procedures across other countries</p>	15 lectures	<p>Foreign Trade Theories, Procedures &amp; Documentation- Apeksha &amp; Jain Khushpat S.</p> <p>Export Import Management- Justin Paul &amp; Rajiv Aserkar</p> <p>Foreign Trade &amp; foreign Exchange – O. P Agarwal &amp; B. K. Chaudhuri</p>

## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

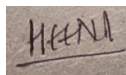
75% of the total marks per course. Duration of examination will be two and half hours

#### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15

	<b>TOTAL MARKS</b>		<b>75</b>
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Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)



Program : BMS				Semester : V	
Course : Business Analytics				Code : NMUBMS512	
Teaching Scheme				Evaluation Scheme	
Lecture	Practical	Tutorial	Credits	Theory	
				Internal 25 Marks	<b>External 75 Marks</b>
60	Nil	Nil	04		
<b>Internal Component</b>					
Class Test (Duration 20 Mins)			Projects / Assignments	<b>Class Participation</b>	
10 Marks			15 Marks	---	
<b>Learning Objectives:</b> The course is designed to inculcate analytical abilities and a framework for conducting Data Analysis and what tools and techniques are commonly used. The course intends to give hands on experience and learning of basic concepts and terminologies in business analytics.					
<b>Learning Outcomes:</b> Students will be acquainted with data analytics to discover past trends, perform hypothesis testing and predict future trends respectively in managerial decision making					
<b>Pedagogy: Classroom learning , Presentation, Theory Notes, Assignments, Case Study</b>					

**Detailed Syllabus:**

Module	Content	Pedagogy	Duration	Reference Books
I	<p><b>Introduction to Business Analytics, Data Bases, Data Warehousing and Data Mining</b></p> <p>Concept of analytics, Types of Analytics, Application fields - Marketing Analytics, Finance Analytics, HR Analytics, Operation Analytics, organisation and source of data, importance of data quality, dealing with missing or incomplete data, Role of Data Scientist in Business &amp; Society.</p> <p>Types of Data Sources- Structured Vs Semi structured Vs Unstructured data, Data Warehouse Vs Databases, Relational Database vs Non-Relational Database, RDBMS Data structures, Columnar Data structures. Data Mining meaning, Association Rules and clustering, Decision trees, Random forests.</p>	<p>PPT</p> <p>Theory Notes</p> <p>Case study</p>	15	<ul style="list-style-type: none"> <li>• Data Mining: Concepts and Techniques”, Morgan Kaufmann Publication</li> <li>• Turban E, Armson, JE, Liang, TP &amp; Sharda, Decision support and Business Intelligence Systems, John Wiley &amp; Sons</li> </ul>

<b>II</b>	<p><b>Analytics Methodolog</b></p> <p>Introduction to Analytics Methodology, preparing objectives &amp; identifying data requirements, Data Collection, Understanding data, Data preparation – Data Cleansing, Normalisation, Data preparation, Data Blending, Data Modeling, Evaluation &amp; feedback</p>	<p>PPT</p> <p>Theory Notes</p> <p>Case study</p>	<p>15</p>	<ul style="list-style-type: none"> <li>• Business Intelligence, Analytics and data science: a managerial perspective 4th ed. by Ramesh Sharda</li> <li>• Business Intelligence and Analytics by Drew Bentley</li> </ul>
<b>III</b>	<p><b>Visualization of Data</b></p> <p>Introduction, Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency Measures of Central Tendency and Dispersion; Box Plot; Basic probability concepts, conditional probability, Probability distributions, Continuous and discrete distributions, sequential decision making.</p>	<p>PPT</p> <p>Theory Notes</p> <p>Case study</p>	<p>10</p>	<ul style="list-style-type: none"> <li>• Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, Pearson Education</li> </ul>
<b>IV</b>	<p><b>Business Intelligence</b></p> <p>Introduction to BI and Elements of PowerBI: PowerBI dashboards, Introduction to the PowerBI desktop workspace and components, Components and Visuals and Report, Understanding In-built Basic Functions-Sum/Average/Count etc.</p> <p><b>Future Trends</b></p> <p>Role of Artificial Intelligence in Business, Machine Intelligence,</p>	<p>PP</p> <p>Theory Notes</p> <p>Case study</p> <p>Hands on sessions</p>	<p>20 DAX</p>	<ul style="list-style-type: none"> <li>• Business Intelligence and Analytics: Systems for decision support. Global ed. 2014 by Ramesh Sharda • Dursun Delen • Efraim Turban</li> <li>• Key Business Analytics: The 60+</li> </ul>

	Competitive Intelligence, Text Mining, Web Analytics (Web content mining, Web usage mining, Web structure mining), Role of Intelligent Agents in e-business, e-commerce, m-commerce, Location Analytics, Intelligent Agent in search & retrieval, Personalization and Comparison), Social Media Analysis, Big Data Tools & Techniques, Content Analytics (Sentimental Analysis & Opinion Analysis). Ethical and Legal considerations in Business Analytics			business analysis tools every manager needs to know by Bernard Marr
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

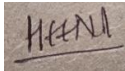
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following (Module I)</b> a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following: (Module II)</b> a. b.	7.5 * 2	15

	c.		
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program: Bachelor of Management Studies				Semester: V			
Course: Brand Management				Code: NMUBMS513			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignment			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>To introduce the learner to Brand Management, Brand Equity &amp; Brand Positioning</li> <li>To acquaint the learner with brand elements &amp; strategies to build brand equity</li> <li>To equip the learner with Brand measurement sources &amp; methods</li> <li>To teach the learner ways to grow &amp; sustain brand equity</li> </ul>							
Learning Outcomes							
<ul style="list-style-type: none"> <li>The learner comprehends the meaning &amp; relevance of Branding in today's world of competition, studies models of Brand equity &amp; discusses the positioning of brands.</li> <li>The learner studies the types of brand elements &amp; evolves with ways to use them to strategize for building equity.</li> <li>The learner studies research techniques &amp; methods to measure brand valuation</li> <li>The learner is equipped with the know-how of Brand Architecture, Brand Hierarchy, Brand Extensions &amp; other ways to grow brands.</li> </ul>							
Pedagogy							
<ul style="list-style-type: none"> <li>Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion, Brain storming</li> <li>Assignments in class to develop a product/service brand and a media plan for the same</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p><b>Introduction to Brand Management:</b></p> <ul style="list-style-type: none"> <li>• 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, Positioning errors</li> </ul> <p><b>Creating a brand: Designing a brand identity-Kapferer's Identity Prism- Introduction to Luxury Branding</b></p>	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	10 lectures	Brand Management: Text & Cases, Harish Verma Strategic Brand Management: Keller/Parmeshwaran/Jacob Brand Management Principles & Practice: Kirti Dutta
II	<p><b>Planning and Implementing Brand Marketing Programs:</b></p> <ul style="list-style-type: none"> <li>• <b>Brand Elements:</b> Meaning, Criteria for choosing Brand Elements, Types of Brand Elements, Perceptual mapping</li> <li>• <b>Personalizing Marketing:</b> Experiential Marketing, One to One Marketing, Mass Customization, Permission Marketing</li> <li>• <b>Product Strategy:</b> Perceived Quality and Relationship Marketing, perceived quality (after-marketing, user manuals, customer service programs, loyalty programs</li> <li>• <b>Pricing Strategy:</b> Setting Prices to Build Brand Equity</li> <li>• <b>Channel Strategy:</b> Direct, Indirect Channels</li> <li>• <b>Promotion Strategy:</b> Developing Integrated Marketing Communication Programs</li> <li>• <b>Leveraging Secondary Brand Associations to Build Brand Equity:</b> Companies, Countries, Channel of Distribution, Co-</li> </ul>	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	10 lectures	Building Strong Brands: David Aaker Brand Leadership: David Aaker Brand Management Principles & Practice: Kirti Dutta

	branding, Ingredient branding, Characters, Events <b>Consumer Attitude &amp; Perception towards brands-The Indian Consumer</b>			
III	<b>Measuring and Interpreting Brand Performance:</b> a) The Brand Value Chain, Jennifer Aakers' Big 5, Brand Archetypes b) <b>Measuring Sources of Brand Equity:</b> • <b>Qualitative Research Techniques:</b> Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association, Brand Archetypes • <b>Quantitative Research Techniques:</b> Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator, Powergrid d) <b>Measuring Outcomes of Brand Equity</b> • 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, Interbrand's Brand Valuation	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	10 lectures	Strategic Brand Management: Keller/Parmeshwaran/Jacob Strategic Brand Management: Building, Measuring & Managing: Kevin Keller
IV	<b>Growing and Sustaining Brand Equity:</b> <b>E-Branding: Building a brand online</b> a) <b>Designing &amp; Implementing Branding Strategies:</b> • 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, Brand Roles • Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing b) <b>Brand Extensions:</b> • Meaning, Advantages, Disadvantages, Brand	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	15 lectures	Brand Management: Text & Cases, Harish Verma Strategic Brand Management: Building, Measuring & Managing: Kevin Keller Brand Management Principles & Practice: Kirti Dutta



Extension and Brand Equity c) Managing Brands over Time: • Reinforcing Brands, Revitalizing Brands, Brand turnaround strategy d) Building Global Customer Based Brand Equity <b>Brands in a borderless world: Managing Brands across boundaries, challenge, strategies</b>			
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### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

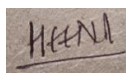
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b.	7.5 * 2	15

	c.		
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program: BMS				Semester V			
Course : Services Marketing				Code : NMUBMS506			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
<b>Internal Component</b>							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
<b>Learning Objectives</b>							
<ul style="list-style-type: none"> <li>• To understand distinctive features of services and key elements in services marketing</li> <li>• To identify the marketing mix of services and apply it appropriately to improve service quality</li> <li>• To examine service gaps, service complaints and moment of truth and offer solutions</li> <li>• To provide insight into ways to improve service quality and productivity</li> <li>• To understand marketing of different services in Indian context</li> <li>• To evaluate the essentials of a good service</li> </ul>							
<b>Learning Outcomes</b>							
<p><b>At the completion of the course the learner should be able to:</b></p> <ul style="list-style-type: none"> <li>• Distinguish between the service marketing and product marketing.</li> <li>• Develop strategies to improve the quality of service offered to clients. (Indian service industry)</li> <li>• Contribute to service industry in various forms. (Designing marketing campaigns for companies offering services, establish a service firm etc.)</li> <li>• Make decision for service complaints and recovery.</li> </ul>							
<b>Pedagogy</b>							
Lecture, case study, service campaign analysis, research papers, audio-visuals, group discussions, class activity, etc.							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p><b>Introduction of Services Marketing</b></p> <ul style="list-style-type: none"> <li>• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services, Service Innovation and designs</li> <li>• Role of Services in Modern Economy, Services Marketing Environment</li> <li>• Goods vs Services Marketing, Goods Services Continuum</li> <li>• Consumer Behaviour, Positioning a Service in the Market Place</li> <li>• Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</li> <li>• Type of Contact: High Contact Services and Low Contact Services</li> <li>• Sensitivity to Customers' Reluctance to Change</li> <li>• Customer defined Service standards- Meaning &amp; Types</li> </ul>	Lecture, case study, service campaign analysis, research papers, audio-visuals, group discussions, class activity, etc.	12 lectures	<ul style="list-style-type: none"> <li>• Valarie A. Zeuhaml &amp; Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition</li> <li>• Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition</li> </ul>
II	<p><b>Key Elements of Services Marketing Mix</b></p>	Lecture, case study,	11 lectures	

	<ul style="list-style-type: none"> <li>• The Service Product, Pricing Mix, Promotion &amp; Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting</li> <li>• Branding of Services – Problems and Solutions</li> <li>• Options for Service Delivery</li> <li>• Employees’ and Customers’ role in Service Delivery</li> <li>• IMC for services- meaning and Role</li> </ul>	<p>service campaign analysis, research papers, audio-visuals, group discussions, class activity, etc.</p>		<ul style="list-style-type: none"> <li>• Ramneek Kapoor, Justin Paul &amp; Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011</li> <li>• Harsh V.Verma, Services Marketing Text &amp; Cases, Pearson Education, 2nd Edition</li> </ul>
III	<p><b>Managing Quality Aspects of Services Marketing</b></p> <ul style="list-style-type: none"> <li>• Improving Service Quality and Productivity</li> <li>• Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</li> <li>• Closing the Service Gaps- Offering solutions</li> <li>• The SERVQUAL Model</li> <li>• Defining Productivity – Improving Productivity</li> <li>• Demand and Capacity Alignment</li> </ul>	<p>Lecture, case study, service campaign analysis, research papers, audio-visuals, group discussions, class activity, etc.</p>	11 lectures	<ul style="list-style-type: none"> <li>• K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011</li> <li>• C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008</li> </ul>
IV	<p><b>Marketing of Services</b></p> <ul style="list-style-type: none"> <li>• International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</li> <li>• Factors Favoring Transnational Strategy</li> <li>• Elements of Transnational Strategy</li> <li>• Recent Trends in Marketing of Services in: Tourism, Hospitality,</li> </ul>	<p>Lecture, case study, service campaign analysis, research papers, audio-visuals, group discussions, class</p>	11 lectures	<ul style="list-style-type: none"> <li>• Govind Apte, Services Marketing, Oxford Press, 2004</li> </ul>

	Healthcare, Banking, Insurance, Education, IT and Entertainment Industry <ul style="list-style-type: none"> <li>Local vs Global Services</li> <li>Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector.</li> </ul>	activity, etc.		
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

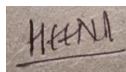
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15

<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : BMS				Semester V			
Course : E-Commerce & Digital Marketing				Code : NMUBMS505			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>To understand increasing significance of E-Commerce and its applications in Business and Various Sectors</li> <li>To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business</li> <li>To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organization</li> </ul>							
Learning Outcomes							
Learners will be able to: <ul style="list-style-type: none"> <li>Apply the knowledge of E-commerce in handling various business activities across various sectors.</li> <li>Make good use of digital marketing tactics across various social media platforms in order to enhance the effectiveness of the marketing message</li> <li>Equip themselves with the latest trends and practices in E-Commerce and Digital Marketing in order to handle challenges and grab opportunities for an organization</li> </ul>							
Pedagogy							
Lecture, Audio-video clips, E-campaign analysis, development of social media marketing messages etc.							



Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction to E-commerce</p> <ul style="list-style-type: none"> <li>Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &amp; Limitations of E-Commerce, Traditional Commerce &amp; E-Commerce</li> <li>Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce</li> <li>Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</li> <li>Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce</li> </ul>	Lecture, Audio-video clips, E-campaign analysis, development of social media marketing messages etc.	10 lectures	<ul style="list-style-type: none"> <li>D Nidhi, E-Commerce Concepts and Applications, Edn 2011, International Book house P.ltd</li> <li>Bajaj Kamlesh K, E-Commerce- The cutting edge of Business</li> </ul>
II	<p>E-Business &amp; Applications</p> <ul style="list-style-type: none"> <li>E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business</li> <li>Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks &amp; Clicks Business Model, Superiority of Bricks and Clicks E-Business</li> <li>Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</li> <li>Website as Digital Marketing Tool, Web Analytics</li> <li>Promoting Web Traffic</li> </ul>	Lecture, Audio-video clips, E-campaign analysis, development of social media marketing messages etc.	10 lectures	<ul style="list-style-type: none"> <li>Whiteley David, E-Commerce Technologies and Applications-2013</li> <li>E-Business &amp; E-Commerce Management 3rd Ed, Pearson Education</li> </ul>

<p>III</p>	<p>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</p> <ul style="list-style-type: none"> <li>• Issues Relating to Privacy and Security in E-Business</li> <li>• Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</li> <li>• E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</li> </ul>	<p>Lecture, Audio-video clips, E-campaign analysis, development of social media marketing messages etc.</p>	<p>10 lectures</p>	<ul style="list-style-type: none"> <li>• Kalokota &amp; Robinson, E-Business 2.0 Road map for Success, Pearson Education</li> <li>• Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education</li> </ul>
<p>IV</p>	<p>Digital Marketing</p> <ul style="list-style-type: none"> <li>• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.</li> <li>• Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing &amp; Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts &amp; Vodcasts.</li> <li>• Use of applications such as Shpoify, and Wix, Canva, etc for designing thumbnails, cover photos, web pages, etc</li> <li>• Social Media Advertising.</li> <li>• Online Reputation Management, Social Listening tools and Social media analytics</li> </ul>	<p>Lecture, Audio-video clips, E-campaign analysis, development of social media marketing messages etc.</p>	<p>15 lectures</p>	<ul style="list-style-type: none"> <li>• Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education</li> <li>• R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education</li> <li>• Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.</li> </ul>

## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

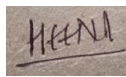
75% of the total marks per course. Duration of examination will be two and half hours

#### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15

	<b>TOTAL MARKS</b>		<b>75</b>
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Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : BMS				Semester V			
Course : Sales & Customer Relationship Management				Code : NMUBMS514			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03		75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<p>Sales:</p> <ul style="list-style-type: none"> <li>To develop understanding of the sales &amp; distribution processes in organizations</li> <li>To develop understanding of the sales &amp; distribution processes in organizations</li> <li>To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel management</li> <li>To understand the roles of sales executives</li> <li>To know the importance of sales management &amp; control</li> <li>To understand the organization structures &amp; sales budgets</li> </ul> <p>Customer Relationship Management:</p> <ul style="list-style-type: none"> <li>To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management</li> </ul>							

- To provide insight into CRM marketing initiatives, customer service and designing CRM strategy
- To understand new trends in CRM, challenges and opportunities for organizations.

#### Learning Outcomes

- The learner understands the sales & distribution processes, theories of selling & various steps in the sales process
- The learner acquires the skills to analyse market potential, sales potential & sales forecasting
- The learner comprehends sales-related marketing policies & personal selling strategies · The learner understands the different sales organization structures
- The learner comprehends the relationship between motivation, compensation, leadership & sales
- The learner understands types of sales budgets
- Learners will be well-versed with the concept of Customer Relationship Management (CRM) and will also be able to implement the philosophy of Customer Relationship Management effectively.
- Learners will get deep insight into CRM marketing initiatives, customer service and will be able to design result-oriented CRM strategy
- Learners will be able to analyse the recent trends in CRM and predict the challenges and opportunities for organizations.

#### Pedagogy

Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, Simulation, Brainstorming, Panel discussions, Class Activities, Questionnaire based activities, Lecture, Website analysis, blog analysis

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction</p> <p>a) <b>Sales Management:</b>            Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions, Qualities of a Sales Manager</p> <p>b) <b>Structure of Sales Organization –</b>            Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure</p> <p>c) <b>Market Analysis &amp; Selling:</b>            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</p> <p>d) <b>Selling Process:</b>            Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing            Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation, Skill, Problem Solving</p>	<p>Lectures,            Class            Discussions,            Debate, Case Studies,            Video Presentations , Role Play,            Simulation,            Brainstorming, Class            Activities</p>	12 lectures	<ul style="list-style-type: none"> <li>· A. Nag, Sales And Distribution Management, Mcgraw Hill, 2013 Edition</li> <li>· Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition</li> <li>· Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management – Text &amp; Cases, Mcgraw Hill Education, 2nd Edition, 2011</li> <li>· Dr.Matin Khan, Sakes And Distribution Management, Excel Books, 1st Edition</li> <li>Kotler &amp; Armstrong, Principles Of</li> </ul>

	<p>Skill, Conflict Management Skill</p> <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>Marketing – South Asian Perspective, Pearson Education, 13th Edition</p>
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II	<p>a) Performance Evaluation, Evaluation &amp; Control of Sales Performance: Methods of Supervision and Control of Sales Force, Sales Performance Evaluation Criteria- Key Result Areas (KRAs)</p> <p>b) Distribution Channel Management Management of Distribution Channel Choice of Distribution System: Intensive, Selective, Exclusive</p> <p>c) Factors Affecting Effective Management Of Distribution Channels, Channel Design</p> <p>d) Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict</p> <p>e) Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution, Motivating Channel</p>	<p>Studies, Video Presentations, Role Play, Simulation, Brainstorming, Panel discussions, Class Activities</p>	11 lectures	
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	<p>Members</p> <p>f) Measuring Distribution Channel Performance: Evaluating Channels Effectiveness, Efficiency and Equity</p> <p>g) Ethics in Sales &amp; Distribution Management</p>			
III	<p>What is CRM, Objectives, Benefits of CRM to Customers and Organisations, Components of CRM: Information, Process, Technology and People, Barriers to CRM</p> <p>Relationship Management, Customer Life Cycle and Customer Life Cycle Marketing, Strategies for Customer Acquisition, Customer Retention and Loyalty</p> <p>From Value for Customers to Value from Customers: The Satisfaction-Loyalty-Profit Chain. Extending the Concept of Customer Value – Customer Lifetime Value, Customer Referral Value, Customer Influencer Value</p> <p>CRM Implementation- CRM Vision, CRM Strategy &amp; Project Management &amp; Performance Evaluation -CRM Customer Cycle Measures/Key Performance Indicators</p>	<p>Case analysis, Lecture, Website analysis, blog analysis, etc.</p>	<p>Total lectures- 11</p>	<p>Baran Roger J. &amp; Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor &amp; Francis Group</p> <p>Ed Peelen, Customer Relationship Management, Pearson Education</p> <p>Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill</p>

<p>IV</p>	<p>CRM And Data Management</p> <p>Data Mining &amp; techniques, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting, Significance of Data Quality</p> <p>CRM and Customer Service – Service Quality &amp; CRM, Service Automation &amp; its benefits, and Software Applications for Service- Customer Self Service, Email Response Management, Inbound, Outbound Communication Management</p> <p>CRM and Marketing Automation- Benefits, Software Applications- Campaign Management, Cross Sell, Event based marketing, Trigger Marketing, Digital and Online Marketing, Customer Segmentation &amp; Selection</p> <p>Future of CRM- e-CRM: Concept, Social Networking and CRM, Mobile-CRM, CRM Trends, Challenges and Opportunities</p>	<p>Case analysis, Lecture, Website analysis, blog analysis, etc.</p>	<p>Total lectures- 11</p>	<p>Customer Relationship Management Concept, Strategy, and Tools</p> <p>V. Kumar Werner Reinartz</p> <p>CUSTOMER RELATIONSHIP MANAGEMENT Concepts and technologies</p> <p>Francis Buttle And Stan Maklan</p> <p>Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.</p> <p>Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.</p>
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

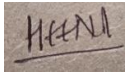
75% of the total marks per course. Duration of examination will be two and half hours

#### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15

<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : BMS				Semester V			
Course : Investment Analysis and Portfolio Management				Code : NMUBMS501			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>To acquaint the learners with various concepts of finance</li> <li>To understand the terms which are often confronted while reading newspaper, magazines etc. for better correlation with the practical world</li> <li>To understand various models and techniques of security and portfolio analysis</li> </ul>							
Learning outcomes:							
On the completion of course the learner will be able to analyze and handle investment portfolio for oneself & clients							
Pedagogy							
Practical's, Lectures, Problem solving, PPT, Case Analysis, Articles and Scenario discussion, Class discussions etc							



<b>Detailed Syllabus Plan</b>				
<b>Module</b>	<b>Module Content</b>	<b>Module wise Pedagogy Used</b>	<b>Duration of Module</b>	<b>Reference Book</b>
I	<p><b><u>Investment Environment</u></b></p> <p><b>a) Introduction:</b> Investment Process, Criteria for Investment, Types of Investors, Investment v/s Speculation v/s Gambling, Investment Avenues, Factors Influencing selection of Investment Alternatives</p> <p><b>b) Capital Market in India:</b> Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks</p>	Lecture, Practicals, Problem solving, PPT, Case Analysis, Articles and Scenario discussion, Class discussions, etc	08 lectures	<ul style="list-style-type: none"> <li>• Kevin. S, Security Analysis and Portfolio Management.</li> <li>• ICAI Material</li> </ul>
II	<p><b><u>Risk - Return Relationship:</u></b> Meaning, Risk – Return tradeoff, Types of Investment Risks, Systematic and Unsystematic risk,</p> <p><b><u>Statistical tools to measure risks:</u></b> Beta, Standard Deviation, Variance and Range.</p> <p><b><u>Portfolio Diversification:</u></b> Technique for reduction of risk</p> <p>Relationship between the returns on stock and market portfolio</p>	Lecture, Practicals, Problem solving, PPT, Case Analysis, Articles and Scenario discussion, Class discussions, etc	11 lectures	<ul style="list-style-type: none"> <li>• CFA Institute Modules</li> </ul>

	<p><b><u>Problem solving:</u></b> Expected return, Mean, Standard Deviation, Variance, Beta, Total return, Holding period return and Annualized return.</p>			<ul style="list-style-type: none"> <li>• Donald Fischer &amp; Ronald Jordon, Security Analysis &amp; Portfolio Management.</li> </ul>
III	<p><b><u>Portfolio Management and Security Analysis</u></b></p> <p><b><u>a) Portfolio Management:</u></b> Meaning, Concept and Definition, Evolution and Portfolio Management Process, Objectives of Portfolio Management, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Role of Portfolio Manager.</p> <p><b><u>Portfolio Planning:</u></b> Portfolio strategy mix, Arbitrage pricing theory and factor model.</p> <p><b><u>Portfolio management services:</u></b> Passive – Index funds, systematic investment plans. Active – market timing, style investing.</p> <p><b><u>b) Security Analysis:</u></b></p> <p><b><u>i) Fundamental Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Economic Analysis</li> <li>• Industry Analysis</li> <li>• Company Analysis</li> </ul> <p>Practical questions, analysis and commenting: Financial Ratios(Liquidity, Profitability, Working Capital and Capital Structure Ratios)</p>	<p>Lecture, Practicals, Problem solving, PPT, Case Analysis, Articles and Scenario discussion, Class discussions, etc</p>	14 lectures	<ul style="list-style-type: none"> <li>• Prasanna Chandra, Security Analysis &amp; Portfolio Management</li> <li>• Sudhindhra Bhatt, Security Analysis and Portfolio</li> </ul>



	<p><b><u>ii) Technical Analysis</u></b>                  Meaning, Principles of Technical Analysis</p> <p><b><u>Technical Tools</u></b>  <b><u>Uses of Charts:</u></b></p> <ul style="list-style-type: none"> <li>• Line Chart</li> <li>• Bar Chart</li> <li>• Candlestick Chart</li> <li>• Point and Figure Chart</li> </ul> <p><b><u>Mathematical Indicators:</u></b>                  Indicators , Characteristics, Advantages and Limitations</p> <ul style="list-style-type: none"> <li>• <b><u>Moving Average</u></b> <ul style="list-style-type: none"> <li>• Simple moving average</li> <li>• Exponential moving average</li> </ul> </li> <li>• <b><u>Oscillators and Relative Strength index</u></b></li> </ul> <p>Meaning and Interpretations.</p> <p><b><u>Fundamental Analysis v/s Technical Analysis</u></b></p>			
IV	<p><b><u>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</u></b></p> <p><b><u>a) Theories:</u></b></p> <ul style="list-style-type: none"> <li>• The Dow Jones Theory</li> <li>• Elliott Wave Theory</li> <li>• Efficient Market Theory</li> </ul> <p><b><u>b) Capital Asset Pricing Model:</u></b></p> <ul style="list-style-type: none"> <li>• Introduction, assumptions and CAPM Equation.</li> <li>• Capital Market Line</li> <li>• Security Market Line</li> </ul>	<p>Lecture, Practicals, Problem solving, PPT, Case Analysis, Articles and Scenario discussion, Class discussions, etc</p>	12 lectures	

	<p>Expected return, required return, overvalued and undervalued assets</p> <p><b><u>Problem Solving:</u></b> CAPM, Expected return, required return, Average Return on Portfolio, Systematic risk(Beta)</p> <p><b><u>c) Portfolio Performance Measurement:</u></b> Meaning and Need of Portfolio Evaluation</p> <p><b><u>Measuring of Performance (Returns)</u></b> Basic Problems and Interpretation</p> <ul style="list-style-type: none"> <li>• Sharpe's Ratio</li> <li>• Treynor's Ratio</li> <li>• Jensen's Differential Returns</li> </ul> <p><b><u>d) Trading Strategies:</u></b> Pair trading, basket trading and volatility trading</p>			
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

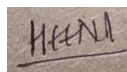
**Details of Semester End Examination**

75% of the total marks per course. Duration of examination will be two and half hours

**QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)**

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : BMS				Semester V			
Course : Derivatives Market				Code : NMUBMS516			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>● To understand the concepts related to the Derivatives market</li> <li>● To study the various aspects related to options and futures</li> <li>● To acquaint learners with the trading, clearing and settlement mechanism in the derivatives market.</li> </ul>							
Learning outcomes:							
<ul style="list-style-type: none"> <li>● Students will be able to understand the concepts related to the Derivatives market</li> <li>● Students will gain in-depth knowledge on the various aspects related to options and futures</li> <li>● Learners will be acquainted with the trading, clearing and settlement mechanisms of the derivative market.</li> </ul>							
Pedagogy							
Lectures, practical problem solving, case analysis etc.							

Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction to Derivatives Market:</p> <p>a) Introduction to Derivatives Market:  Meaning, History &amp; Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages &amp; Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards &amp; Futures.</p>	Lectures, practical problem solving, case analysis etc.	12 lectures	<ul style="list-style-type: none"> <li>● John C. Hull &amp; Basu -Futures, options &amp; other derivatives</li> <li>● Robert McDonald, Derivatives market, Pearson education</li> <li>● John Hull, Fundamentals of futures &amp; options</li> </ul>

				<ul style="list-style-type: none"> <li>● Ankit Gala &amp; Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house</li>   <li>● K.Sasidharan &amp; Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication</li> </ul>
II	<p>Futures and Hedging</p> <p>a) Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price &amp; Expected Spot Price, Basis &amp; Basis Risk, Pricing of Futures Contract, Cost of Carry Model</p> <p>b) Hedging: Speculation &amp; Arbitrage using Futures, Long Hedge – Short Hedge, Cash &amp; Carry Arbitrage, Reverse Cash &amp; Carry Arbitrage, Payoff Charts &amp; Diagrams for</p>	<p>Lectures, practical problem solving, case analysis etc.</p> <p>Approximately 8 hours of coursework</p>	11 lectures	

	<p>Futures Contract, Perfect &amp; Imperfect Hedge, Hedging using Stock and Index futures</p> <p>c) Interest Rate and Currency Derivatives, Eurodollar futures etc.</p>			
III	<p>Options and Option Pricing Models</p> <p>a) Options:</p> <ul style="list-style-type: none"> <li>• Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures &amp; Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts &amp; Diagrams for Options Contract, Basic Understanding of Option Strategies</li> </ul> <p>b) Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model</p> <p>c) Option Greeks and their impact on options and option pricing</p>	<p>Lectures, practical problem solving, case analysis etc.</p> <p>Binomial model, Black Scholes to be encouraged to be made on excel</p> <p>Approximately 8 hours of coursework</p>	11 lectures	
IV	<p>Delta Hedging and Types of Risk</p> <p>a) Delta Hedging and Introduction to Gamma Hedging.</p> <p>b) Types of Risk: Value at Risk, Risk Management Measures</p>	<p>Lectures, practical problem solving, case analysis etc.</p> <p>Approximately 4 hours of coursework</p>	11 lectures	<ul style="list-style-type: none"> <li>• Niti Chatnani, Commodity markets, McGraw Hill Publication</li> <li>• S. Kevin, Commodities &amp; financial derivatives, PHI learning Pvt Ltd</li> </ul>

				Suni K Parmeswaran, Futures & options, McGraw Hill
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

75% of the total marks per course. Duration of examination will be two and half hours

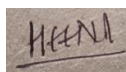
### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15



<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : Bachelor of Management Studies					Semester : V		
Course : Indirect Tax					Code : NMUBMS515		
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<ol style="list-style-type: none"> <li>1. To understand the basics of GST</li> <li>2. To study the registration and computation of GST</li> <li>3. To acquaint the students with filing of returns in GST</li> </ol>							
Learning Outcomes							
<ol style="list-style-type: none"> <li>1. The learner acquires basic knowledge about GST concepts</li> <li>2. The learner acquires the knowledge about the conditions and clauses for GST registration</li> <li>3. The learner will be able to understand and compute of tax liability under GST.</li> </ol>							
Pedagogy							
<ul style="list-style-type: none"> <li>• Class lectures, case studies, group discussions</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction to Indirect Taxation and GST:</p> <p><b>A.</b> 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)</p> <p><b>B.</b> 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.</p> <p><b>C.</b> 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 )</p>	Class lectures, case studies, group discussions	8	<ul style="list-style-type: none"> <li>• <i>GST Bare Act 2017</i></li> </ul>

	<p><b>D.</b> 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.</p>			
II	<p>Concept of Supply:</p> <p><b>A.</b> 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)</p> <p><b>B.</b> 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.</p> <p><b>C.</b> 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 )</p> <p><b>D.</b> 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</p>	Class lectures, case studies, group discussions	15	<p>• <i>GST Law &amp; Practice - V.S Datey (6th Edition)</i></p>

	taking Input Tax Credit (Sec 16 of CGST Act)			
III	<p>Registration and Computation of GST:</p> <p><b>A.</b> 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, Sec 29 and Sec 31 of the Act)</p> <p><b>B.</b> Computation of GST – Computation of GST under Inter State and Intra State Supplies.</p> <p><b>C.</b> 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)</p>	<p>Class lectures, case studies, group discussions, Walk through GST website</p>	12	<p>• <i>GST Laws – National Academy of Customs, Indirect Tax</i></p>
IV	<p>Filing of Returns:</p> <p><b>A.</b> Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes (Sec 34 of the Act), Electronic Way Bill</p> <p><b>B.</b> Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)</p> <p><b>C.</b> Industry specific challenges in implementation of GST – Banking and finance sector, Real estate sector, Start-ups, FMCG manufacturing sector, Capital goods manufacturing sector, service sector</p>	<p>Class lectures, case studies, group discussions</p>	10	

## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

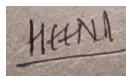
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15

	<b>TOTAL MARKS</b>		<b>75</b>
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Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : BMS				Semester V			
Course : Wealth Management				Code : NMUBMS503			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>To provide an overview of various aspects related to wealth management</li> <li>To study the relevance and importance of Insurance in wealth management</li> <li>To acquaint the learners with issues related to taxation in wealth management</li> <li>To understand various components of retirement planning</li> </ul>							
Learning Outcomes							
<p>At the completion of course the learner should be able to:</p> <ul style="list-style-type: none"> <li>Analyze the function of insurance in wealth management.</li> <li>Examine and tackle the issues related to taxation in wealth management.</li> <li>Successfully do retirement planning for oneself &amp; others (family members &amp; clients)</li> </ul>							
Pedagogy							
Practical problem solving and lectures							



Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction</p> <p>a) Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs &amp; Expectation of Clients, Code of Ethics for Wealth Manager</p> <p>b) Behavioral Finance – Overview, Components – Self Deception, Heuristic simplification, social influence and emotion (brief overview), Loss Aversion, Herd V/S self</p> <p>c) Wealth Management Industry – Overview, challenges, concept of Family offices</p>	Practical problem solving and lectures	12 Lectures	<ul style="list-style-type: none"> <li>• Harold Evensky, Wealth Management, McGraw Hill Publication</li> <li>• NCFM, CFP, IIBF, etc, Wealth Management modules</li> </ul>
II	<p>Insurance Planning and Investment Planning</p> <p>a) 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 – Medclaim – Calculation of Human Life Value - Belth Method/CPT</p> <p>b) Investment Planning:</p>	Practical problem solving and lectures	11 Lectures	<ul style="list-style-type: none"> <li>• Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication</li> </ul>

	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			
III	Financial Mathematics/ Tax and Estate Planning a) Financial Mathematics: Calculation of Returns (CAGR, Post-tax Returns etc.), Total Assets, Net Worth Calculations b) Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions	Practical problem solving and lectures	11 Lectures	
IV	Retirement Planning/ Income Streams & Tax Savings Schemes & Loan Mathematics a) Retirement Planning: Understanding of different Salary Components, 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 b) Income Streams & Tax Savings Schemes:	Practical problem solving and lectures	11 Lectures	<ul style="list-style-type: none"> <li>• Harold Evensky, Wealth Management, McGraw Hill Publication</li> <li>• NCFM, CFP, IIBF, etc, Wealth Management modules</li> <li>• Harold Evensky, The new wealth Management,</li> </ul>

	Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes c) Loan Mathematics – loan amortisation and its types, amortisation V/S depreciation			CFA Institute Investment Series Publication
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\*\* Case studies published by Financial Planning Standards Board will be discussed to give more insight into practical application.

## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

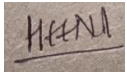
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15

<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

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**Shri Vile Parle Kelavani Mandal's  
NARSEE MONJEE COLLEGE OF COMMERCE  
AND ECONOMICS(AUTONOMOUS)**

Affiliated to the  
**UNIVERSITY OF MUMBAI**

**Program: BACHELOR OF MANAGEMENT STUDIES**

**T.Y.B.M.S.**

**Semester VI**

**Choice Based Credit System (CBCS) with effect from the  
Academic year (2023-24)**

Program : Bachelor of Management Studies				Semester : VI			
Course : Operations Research				Code : NMUBMS609			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	04	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)		Assignment			Class Participation		
10 Marks		15 marks			Nil		
Learning Objectives							
<ol style="list-style-type: none"> <li>1. To help students to understand operations research methodologies</li> <li>2. To help students to solve various problems practically</li> <li>3. To make students proficient in case analysis and interpretation</li> </ol>							
Learning Outcomes							
<ol style="list-style-type: none"> <li>1. The learner acquires knowledge about operations research methodologies and techniques</li> <li>2. The learner will be able to apply problem solving techniques in case analysis and interpretation</li> </ol>							
Pedagogy							
<ul style="list-style-type: none"> <li>• Class lectures, case studies, group discussions</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction to Operations Research and Linear Programming:</p> <p>a) Introduction To Operations Research</p> <p>Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</p> <p>b) Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none"> <li>• Introduction to Linear Programming</li> <li>• Applications of LP</li> <li>• Components of LP</li> <li>• Requirements for Formulation of LP Problem</li> <li>• Assumptions Underlying Linear Programming</li> <li>• Steps in Solving LP Problems</li> <li>• LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</li> </ul> <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z)</li> <li>• Two Decision Variables and Maximum Three Constraints Problem</li> </ul>	Class lectures, case studies, group discussions	15	<ul style="list-style-type: none"> <li>• <i>Taha H.A., Operations Research - An Introduction, 6th Edition, Hall of India</i></li> <li>• <i>Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand &amp; Sons</i></li> <li>• <i>Kantiswarup, Gupta P.K. &amp; Manmohan, Operations Research 9th Edition, Sultan Chand &amp; Sons</i></li> <li>• <i>Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath &amp; Company</i></li> <li>• <i>Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series</i></li> <li>• <i>Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.</i></li> </ul>



	<ul style="list-style-type: none"> <li>• Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.</li> <li>• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</li> </ul> <p>d) Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> <li>• Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems.</li> <li>• Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)</li> <li>• All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)</li> <li>• Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized</li> </ul>		<ul style="list-style-type: none"> <li>• <i>Shreenath L.S., Principles &amp; Application 3rd Ed., PERT &amp; CPM, Affiliated East-West Press Pvt. Ltd.</i></li> <li>• <i>Wagner H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India</i></li> <li>• <i>Sasieni M, Yaspan A &amp; John Wiley &amp; Sons Friedman L, Operations Research - Methods &amp; Problems 1st Edition</i></li> <li>• <i>Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education</i></li> <li>• <i>G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd</i></li> <li>• <i>L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.</i></li> <li>• <i>Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.</i></li> <li>• <i>Aditham B. Rao , Operations</i></li> </ul>
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	<p>Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</p> <p>Note:</p> <p>1. Surplus Variable, Artificial Variable and Duality to be covered only at <u>Conceptual</u> level for Theory Questions only and not included in Numerical.</p> <p>Sensitivity Analysis including Profit Range and Capacity Range is not included.</p>			<p><i>Research Edition 2008, Jaico Publishing House, Mumbai</i></p>
II	<p>Assignment and Transportation Models:</p> <p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced Problems.</li> <li>• Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Assignment Problems.</li> <li>• Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.</li> </ul> <p>Note:</p> <p>1. Travelling Salesman Assignment Problem is not included.</p> <p>b) Transportation Problems</p>	<p>Class lectures, case studies, group discussions</p>	15	

	<ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced problems.</li> <li>• Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Transportation Problems.</li> <li>• <u>Initial Feasible Solution (IFS)</u> by:             <ul style="list-style-type: none"> <li>a. North West Corner Rule (NWCR)</li> <li>b. Least Cost Method (LCM)</li> <li>c. Vogel's Approximation Method (VAM)</li> </ul> </li> <li>• Maximum 5 x 5 Transportation Matrix.</li> <li>• Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and <math>\Delta</math>)</li> <li>• <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS.</li> </ul> <p>Note:</p> <ol style="list-style-type: none"> <li>1. Production Scheduling Problem is not included.</li> <li>2. Time Minimization Problem is not included.</li> <li>3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.</li> </ol>			
III	<p>Network Analysis:</p> <ol style="list-style-type: none"> <li>a) Critical Path Method (CPM)             <ul style="list-style-type: none"> <li>• Concepts: Activity, Event, Network Diagram, Merge</li> </ul> </li> </ol>	Class lectures, case studies,	15	

	<p>Event, Burst Event, Concurrent and Burst Activity,</p> <ul style="list-style-type: none"> <li>• Construction of a Network Diagram. Node Relationship and Precedence Relationship.</li> <li>• Principles of Constructing Network Diagram.</li> <li>• Use of Dummy Activity</li> <li>• Numerical Consisting of Maximum Ten ( 10) Activities.</li> <li>• Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time.</li> <li>• Forward Pass and Backward Pass Methods.</li> <li>• Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float</li> </ul> <p>b) Project Crashing</p> <ul style="list-style-type: none"> <li>• Meaning of Project Crashing.</li> <li>• Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity.</li> <li>• Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs.</li> <li>• Time – Cost Trade off in Project Crashing.</li> </ul>	<p>group discussions</p>		
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	<ul style="list-style-type: none"> <li>• Optimal (Minimum) Project Cost and Optimal Project Completion Time.</li> <li>• Process of Project Crashing.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Numerical based on Maximum Four (04) Iterations of Crashing</li> </ul> <p>c) Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> <li>• Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b).</li> <li>• Expected Time (te) of an Activity Using Three Time Estimates.</li> <li>• Difference between CPM and PERT.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Construction of PERT Network using tevalues of all Activities.</li> <li>• Mean (Expected) Project Completion Time.</li> <li>• Standard Deviation and Variance of Activities.</li> <li>• Project Variance and Project Standard Deviation.</li> <li>• 'Prob. Z' Formula.</li> <li>• Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple</li> </ul>			
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	<p>Questions related to PERT Technique.</p> <ul style="list-style-type: none"> <li>• Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>			
IV	<p>Decision Theory, Job Sequencing and Theory of Games:</p> <p>a) Decision Theory</p> <p>1) decision environments - Risk and uncertainty. Payoff table, Regret table</p> <p>2) decision making under certainty</p> <ul style="list-style-type: none"> <li>• optimistic and pessimistic approach of decision making</li> <li>• minimax Regret Criterion</li> <li>• Laplace criterion</li> <li>• Hurwicz Criterion</li> <li>• Expected Monetary Value Criterion.</li> <li>• Expected Value of Perfect Information (E. V. P. I)</li> <li>• Expected Opportunity Loss (E.O.L)</li> </ul> <p>b) Job Sequencing Problem</p> <ul style="list-style-type: none"> <li>• Processing Maximum 9 Jobs through Two Machines only.</li> <li>• Processing Maximum 6 Jobs through Three Machines only.</li> <li>• Calculations of Idle Time, Elapsed Time etc.</li> </ul> <p>c) Theory of Games</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</li> <li>• Types of Games.</li> <li>• Numericals based on:</li> </ul>	Class lectures, case studies, group discussions	15	

	<ul style="list-style-type: none"> <li>▪ Two Person Zero Sum Games including strictly determinable and Fair Game</li> <li>▪ Pure Strategy Games (Saddle Point available). Principles of Dominance method.</li> </ul>			
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

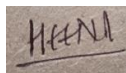
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following (Module I)</b> a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following: (Module II)</b> a. b. c.	7.5 * 2	15

<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)



Program : Bachelor of Management Studies				Semester : VI		
Course : Project Work				Code : NMUBMS610		
Teaching Scheme				Evaluation Scheme		
Practical	Tutorial	Credits	Theory		Viva-Voce	
			Internal	External	Internal	External
Nil	Nil	04	NIL	NIL	25 Marks	75 Marks

### **Evaluation pattern of the project work**

The Project Report shall be evaluated in two stages viz.

**Internal evaluation:** 25 marks

**External evaluation:** 75 marks (25marks Research Project + 25marks Analysis and Interpretation + 25marks Viva-Voce)

Note:

The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern

Introduction Inclusion of project work in the course curriculum of the Bachelor of Management Studies Program is one of the ambitious aspects in the Program structure. The main objective of inclusion of project work is to inculcate the element of research analyse and scientific temperament challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

There are two modes of preparation of project work

1. Project work based on research methodology in the study area
2. Project work based on internship in the study area

### **Guidelines for preparation of Project Work**

1. General guidelines for preparation of project work based on Research Methodology
  - The project topic may be undertaken in any area of Elective Courses.

- Each of the learner has to undertake a Project individually under the supervision of a teacher-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.
- University/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

**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 and 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: 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 same issue.

Chapter No. 3: 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. 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, table of information's, 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 suggestion will be enlisted to validate the objectives and hypotheses.

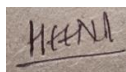
Note: If required more chapters of data analysis can be added.

Bibliography

## Appendix

**Passing Standard**

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : Bachelor of Management Studies				Semester : VI			
Course : Retail Management				Code : NMUBMS606			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)		Assignment			Class Participation		
10 Marks		15 marks			Nil		
Learning Objectives							
<ol style="list-style-type: none"> <li>4. To familiarize the students with retail management concepts and operations</li> <li>5. To provide understanding of retail management and types of retailers</li> <li>6. To develop an understanding of retail management terminology including merchandize management, store management and retail strategy</li> <li>7. To acquaint the students with legal and ethical aspects of retail management</li> <li>8. To create awareness about emerging trends in retail management</li> </ol>							
Learning Outcomes							
<ol style="list-style-type: none"> <li>1. The learner acquires basic knowledge about retail management and the legal and ethical aspects relating to it</li> <li>2. The learner is also made aware about the recent and emerging trends in retail sector</li> </ol>							
Pedagogy							
<ul style="list-style-type: none"> <li>• Class lectures, group discussions, case studies, PPT presentations, videos, role play, etc.</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Retail Management- An overview:</p> <p><b>a) Retail Management:</b> Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</p> <p><b>b) Retail Formats:</b> 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</p> <p><b>c) Emerging Trends in Retailing</b></p> <ul style="list-style-type: none"> <li>• Impact of Globalization on Retailing</li> <li>• I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</li> <li>• FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</li> <li>• Green Retailing</li> <li>• Airport Retailing</li> <li>• Social Commerce</li> <li>• AI (Artificial Intelligence) &amp; AR (Augmented Reality) powered retailing</li> <li>• Same day (or same hour) delivery</li> </ul>	Class lectures, group discussions, case studies, PPT presentations, videos, role play, etc.	12	<ul style="list-style-type: none"> <li>• Michael Levy &amp; Barton A Weitz, “Retailing Management”, Tata Mc Graw Hill</li> <li>• Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai.</li> </ul>

	<ul style="list-style-type: none"> <li>• Smart speaker shopping and chatbots</li> <li>• Experiential retailing</li> <li>• E-wallets</li> </ul>			
II	<p>Retail Consumer and Retail Strategy:</p> <p><b>a) Retail Consumer/Shopper:</b>                      Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</p> <p><b>b) CRM in Retail:</b>                      Meaning, Objectives                      Customer Retention Approaches: Frequent Shopper Program, Special Customer Services, Personalization, Community</p> <p><b>c) Retail Strategy:</b>                      Meaning, Steps in Developing Retail Strategy, Retail Value Chain</p> <p><b>d) Store Location Selection:</b>                      Meaning, Types of Retail Locations, Factors Influencing Store Location</p> <p><b>e) HRM in Retail:</b>                      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</p>	Class lectures, group discussions, case studies, PPT presentations, videos, role play, etc.	11	<ul style="list-style-type: none"> <li>• Jim, “Retail Strategies- understanding why we shop”, Jaico Publishing House, Mumbai.</li> <li>• Dunne Lusch, “Retail Management”, South Western Cengage Learning</li> </ul>
III	<p>Merchandise Management and Pricing:</p> <p><b>a) Merchandise Management</b></p>	Class lectures, group discussions	11	

	<p>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</p> <p><b>b) Buying Function:</b> 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</p> <p><b>c) Concept of Lifestyle Merchandising</b></p> <p><b>d) Private Label</b> Meaning, Need and Importance, Private Labels in India</p> <p><b>e) Retail Pricing</b></p> <ul style="list-style-type: none"> <li>• Meaning, Considerations in Setting Retail Pricing</li> <li>• 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</li> <li>• Variable Pricing and Price Discrimination- Meaning Types:             <ul style="list-style-type: none"> <li>▪ Individualized Variable Pricing/First Degree Price</li> <li>▪ Self-Selected Variable Pricing/ Second Degree</li> </ul> </li> </ul>	<p>ons, case studies, PPT presentations, videos, role play, etc.</p>	<ul style="list-style-type: none"> <li>• K.S. Menon, “Store Management”, Macmillan India Ltd.,</li> <li>• Keith Lincoln, Lars Thomessen &amp; Anthony Aconis, “Retailization - Brand Survival in the Age of Retailer Power”, Kogan Page Ltd.,</li> <li>• Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill.</li> </ul>
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	<p>Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing</p> <ul style="list-style-type: none"> <li>▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination</li> </ul>			
IV	<p>Managing and Sustaining Retail:</p> <p>a) Retail Store Operations:</p> <ul style="list-style-type: none"> <li>• Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)</li> </ul> <p>b) Store Design and Layout:</p> <ul style="list-style-type: none"> <li>• Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics</li> <li>• Store Layout- Meaning, Types: Grid, Racetrack, Free Form</li> <li>• Signage and Graphics: Meaning, Significance, Concept of Digital Signage</li> <li>• Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</li> </ul> <p>c) Visual Merchandising and Display:</p> <ul style="list-style-type: none"> <li>• Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</li> </ul>	<p>Class lectures, group discussions, case studies, PPT presentations, videos, role play, etc.</p>	11	<ul style="list-style-type: none"> <li>• Bajaj, Tulli &amp; Shrivastava, “Retail Management”, Oxford University Press</li> <li>• Kishore Biyani, “It Happens in India”, &amp; “The Wall Mart Story”</li> <li>• Store Manager, Organiser / Planner- DMS Retail</li> <li>• Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai.</li> </ul>



	<ul style="list-style-type: none"> <li>• The Concept of Planogram</li> <li>• Display- Meaning, Methods of Display, Errors in Creating Display</li> </ul> <p>d) Mall Management</p> <ul style="list-style-type: none"> <li>• Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</li> </ul> <p>e) Legal and Ethical Aspects of Retailing</p> <ul style="list-style-type: none"> <li>• Licenses/Permissions Required to Start Retail Store in India</li> <li>• Ethical Issues in Retailing</li> </ul> <p>Career Options in Retailing</p>			
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

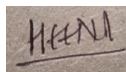
### Details of Semester End Examination

75% of the total marks per course. Duration of examination will be two and half hours

**QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)**

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	7.5 * 2	15
Q2.	Answer any 2 from the following: (Module II) a. b. c.	7.5 * 2	15
Q3.	Answer any 2 from the following: (Module III) a. b. c.	7.5 * 2	15
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	7.5 * 2	15
Q5.	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : Bachelor of Management Studies				Semester VI			
Course : Media Planning & Management				Code : NMUBMS608			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignment			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>To introduce the learner to media planning elements &amp; concepts.</li> <li>To acquaint the learner with media mix, media strategies formed &amp; media choices made.</li> <li>To throw light on media budgeting, buying &amp; scheduling.</li> <li>To enable the learner to understand media measurement &amp; benchmarking.</li> </ul>							
Learning Outcomes							
<ul style="list-style-type: none"> <li>The learner gets an overview of media features, elements, nature &amp; research aspects of media.</li> <li>The learner gets accustomed with types &amp; classes of media, factors affecting media choices &amp; options of emerging media strategies.</li> <li>The learner comprehends media buying process, media budgeting &amp; scheduling aspects</li> <li>The learner studies the metrics used to measure media buys &amp; learns how to evaluate the same.</li> </ul>							
Pedagogy							
<ul style="list-style-type: none"> <li>Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion</li> </ul>							

Detailed Syllabus Plan

Module	Module Content	Module wise Pedagogy used	Duration of Module	Reference Book
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I	<p><b>Overview of Media and Media Planning</b></p> <p>a) <b>Overview of Media and Media Planning:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Media &amp; 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</li> </ul> <p>b) <b>Media Research:</b> • 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>	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	15	<ul style="list-style-type: none"> <li>• Media Planning &amp; Buying: Principle &amp; Practice in the Indian Context, Arpita Menon</li> <li>• The Media Handbook: Helen Katz</li> <li>• Advertising Media Planning: Jack Sissors &amp; Roger Baron</li> </ul>
II	<p><b>Media Mix and Media Strategy</b></p> <p>a) <b>Media Mix:</b> • 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 b) <b>Media Strategy:</b> • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market</p>	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	10	<ul style="list-style-type: none"> <li>• Media Planning &amp; Buying: Principle &amp; Practice in the Indian Context, Arpita Menon</li> <li>• The Media Handbook: Helen Katz</li> <li>• Advertising Media Planning:</li> </ul>

	Prioritization, Media Weights, Media Mix, Media Scheduling. c) <b>Media Solutions Approach and Campaign Management</b>			Jack Sissors & Roger Baron
III	<p><b>Media Budgeting, Buying &amp; Scheduling a) Media Budget</b> • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase • Importance of Media Budget. • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate &amp; Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency &amp; Reach Method &amp; Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. b) <b>Media Buying:</b> • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • <b>Buying brief:</b> Concept &amp; Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback • Criteria in Media Buying</p> <p><b>Media Scheduling</b> • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers</p>	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	10	<ul style="list-style-type: none"> <li>• Media Planning &amp; Buying: Principle &amp; Practice in the Indian Context, Arpita Menon</li> <li>• The Media Handbook: Helen Katz</li> <li>• Advertising Media Planning: Jack Sissors &amp; Roger Baron</li> </ul>
IV	<p><b>Media Measurement and Evaluation a) Media Measurement:</b> • Basic Metrics:</p>	Lecture, Power Point Presentations, Class Discussions,	10	<ul style="list-style-type: none"> <li>• Media Planning &amp; Buying:</li> </ul>

<p>Reach, Cumulative/Frequency Reach, Discrete &amp; Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach • Television Metrics: Dairy v/s Peoplemeter, TRP/TVR, Program Reach &amp; 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) b) <b>Benchmarking Metrics:</b> • Share, Profile, and Selectivity Index c) <b>Plan Metrics:</b> • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). d) <b>Evaluating Media Buys</b> • Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships • Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. • Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	<p>Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion</p>		<p>Principle &amp; Practice in the Indian Context, Arpita Menon</p> <ul style="list-style-type: none"> <li>• The Media Handbook: Helen Katz</li> <li>• Advertising Media Planning: Jack Sissors &amp; Roger Baron</li> </ul>
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

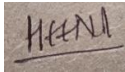
75% of the total marks per course. Duration of examination will be two and half hours

#### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15

<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)



Program : Bachelor Of Management Studies				Semester : VI			
Course : Sports Marketing				Code : NMUBMS611			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> <li>To introduce the learner to Sports, its marketing, environment &amp; research.</li> <li>To acquaint the learner with the product &amp; pricing aspects of sports marketing mix.</li> <li>To acquaint the learner with the place &amp; promotional aspects of sports marketing mix.</li> <li>To acquaint the learner with the legal aspects of sports industry and marketing of major events.</li> </ul>							
Learning Outcomes							
<ul style="list-style-type: none"> <li>The learner studies how sports is marketed, the environment around it &amp; models of sports industry.</li> <li>The learner understands the core &amp; extension product strategies, pricing &amp; sponsorship strategies.</li> <li>The learner comprehends the media options &amp; distribution channels used in sports promotion &amp; distribution.</li> <li>The learner studies sponsorship, endorsement, franchise agreements etc. &amp; also how mega world events are marketed.</li> </ul>							
Pedagogy							
Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<b>Sports Marketing: Introduction, Environment &amp; Research:</b>	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video	15	<ul style="list-style-type: none"> <li>Strategic Sports Marketing: David Shilbury,</li> </ul>

	<p><b>Introduction to sports marketing:</b> Sports marketing definition &amp; characteristics, marketing myopia in sports, distinctive features of sports marketing, Model of sports Industry, Implementation of sports marketing Program</p> <p><b>Environment &amp; Research in Sports Marketing:</b> Environmental factors, individual factors, decision making for sports involvement, role of research in sports marketing: types of primary market research, common problems in sports marketing research</p>	<p>Presentations, Role Play, News Reading, Articles discussion</p>		<p>Shayne Quick &amp; Hans Westerbeek</p> <ul style="list-style-type: none"> <li>• Introduction to Sports Marketing: Aaron Smith</li> <li>• Global Sports Marketing: Contemporary Issues &amp; Practic, Micheal Desbordes &amp; Andre Richelieu</li> <li>• Sport Management: The Basics, Mark Piekarz</li> <li>• Understanding Sports Management: International Perspectives, Trish Bradbury, Ian O'Boyle</li> </ul>
II	<p><b>The sports Product, Pricing Strategies &amp; Sponsorship</b></p> <p><b>The sports products:</b> Core &amp; extensions, key issues in sports products strategy, managing sports brands, brand equity: benefits &amp; development, Sales: Definition, sales approaches used in sports, selling sports to the community</p> <p><b>Pricing strategies:</b> The basics of</p>	<p>Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion</p>	10	<ul style="list-style-type: none"> <li>• Strategic Sports Marketing: David Shilbury, Shayne Quick &amp; Hans Westerbeek</li> <li>• Introduction to Sports Marketing: Aaron Smith</li> </ul>

	pricing, core issues, factors affecting pricing <b>Sponsorship:</b> Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships			
III	<b>Promotion &amp; Distribution Strategies in Sports Marketing</b> <b>Promotional strategies:</b> Promotional concepts & practice, components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing & advertising. <b>Media options in sports marketing,</b> <b>Distribution strategies:</b> Placing core products & their extensions, the facility: marketing channels, the product-place matrix	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News Reading, Articles discussion	10	<ul style="list-style-type: none"> <li>• Sport Management: The Basics, Mark Piekarz</li> <li>• Understanding Sports Management: International Perspectives, Trish Bradbury, Ian O'Boyle</li> </ul>
IV	<b>Legal Aspects &amp; Marketing of major Sport Events</b> Cross impact among the 5Ps of sports marketing mix	Lecture, Power Point Presentations, Class Discussions, Debate, Case Studies, Video Presentations, Role	10	<ul style="list-style-type: none"> <li>• Sport Management: The Basics, Mark Piekarz</li> <li>• Understanding Sports</li> </ul>

	<p><b>Legal aspects of sports marketing:</b> Endorsement agreement, Player agreement, Franchise agreement &amp; Sponsorship agreement</p> <p><b>Marketing of major sport events:</b> Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament</p>	Play, News Reading, Articles discussion		<p>Management: International Perspectives, Trish Bradbury, Ian O'Boyle</p>
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

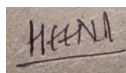
### Details of Semester End Examination

75% of the total marks per course. Duration of examination will be two and half hours

**QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)**

All Questions are compulsory

<b>Question Number</b>	<b>Description</b>	<b>Marks</b>	<b>Total Marks</b>
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : Bachelor of Management Studies				Semester : VI			
Course : Tourism Marketing				Code : NMUBMS612			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<p>9. To give an overview about the tourism industry &amp; various types of tourism.</p> <p>10. To highlight the importance of marketing in tourism industry.</p> <p>11. To explain the concept of segmentation and tourism Marketing Mix.</p> <p>12. To highlight the role of various organizations in facilitating global tourism &amp; challenges for Indian Tourism Industry</p> <p>13. To familiarize learners with trends and challenges in Tourism Marketing.</p>							
Learning Outcomes							
<ul style="list-style-type: none"> <li>• Comprehensive knowledge about the dynamics of tourism industry will enable learners to set up their travel and tourism business.</li> <li>• Learners will be able to apply their marketing knowledge in various areas like. <ul style="list-style-type: none"> <li>✓ Planning &amp; organizing tours</li> <li>✓ Designing, developing and strategically promoting tour packages.</li> </ul> </li> </ul>							
Pedagogy							
Case analysis, audio-video presentations, advertisement development, lectures, itinerary designing, literature review ( research papers/ articles, news articles, blogs etc.), group assignments etc.							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p><b>Introduction to Tourism Marketing</b></p> <ul style="list-style-type: none"> <li>• Meaning of Tourism &amp; Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Types of Tourism: Health, adventure, rural, cultural, religious, eco-tourism, wedding tourism, cruise tourism and other emerging areas of tourism</li> <li>• Tourism Marketing Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing. .</li> <li>• Tourism Planning: Process, Study of market, Levels of tourism planning, Organization of a tour.</li> <li>• Tour Operators and Travel Agents: functions, types,</li> </ul>	Class lectures, group discussions, case studies, PPT presentations, videos, etc.	12	<p>1. S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011</p> <p>2. Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010</p>

	<p>distribution network, Travel agency operations, Travel Organization- Individual and group, travel itinerary. Travel Formalities and Documentation.</p>			
II	<p><b>Tourism Market Segmentation &amp; Product Mix of Tourism Marketing</b></p> <ul style="list-style-type: none"> <li>• Tourism Market Segmentation: Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology</li> <li>• 4 'A's of Tourism</li> <li>✓ Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist</li> <li>✓ Accommodation: Meaning, Typology of Accommodation</li> <li>✓ Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways</li> </ul>	<p>Class lectures, group discussions, case studies, PPT presentations, videos, etc.</p>	11	<p>3. Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014</p> <p>4. Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005</p>



	<p>and its contribution to tourism, Sea &amp; Waterways, Airways</p> <ul style="list-style-type: none"> <li>✓ Amenities: Meaning, Amenities &amp; Facilities at the destination.</li> <li>• Marketing Strategy: Hard v/s Soft Tourism Strategy.</li> <li>• Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure</li> </ul>			
III	<p><b>Concept of Pricing, Place, Promotion and Extended marketing mix for tourism.</b></p> <ul style="list-style-type: none"> <li>• Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies</li> <li>• Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution</li> </ul>	<p>Class lectures, group discussions, case studies, PPT presentations, videos, etc.</p>	11	<p>5. M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005</p> <p>6. Alan A. Lew, A companion to tourism, Blackwell Publishing</p> <p>7. Krishnan K Kamra, Tourism: An Overview</p>

	<p>System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide.</p> <ul style="list-style-type: none"> <li>• Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism</li> <li>• People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process.</li> <li>• Process: Meaning, Factors to be considered while designing the service process, Tourism Service</li> <li>• Physical Evidence for Tourism</li> </ul>			
IV	<p><b>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry</b></p>	<p>Class lectures, group discussions, PPT</p>	11	<p><a href="#">OCED tourism trends and policies 2020</a></p>

	<ul style="list-style-type: none"> <li>• Overview on global tourism market.</li> <li>• India as a Tourist Destination, Building Brand India;</li> <li>• Marketing campaigns to promote India as a vibrant tourist destination.</li> <li>• Challenges for Indian Tourism Industry</li> <li>• Role of various tourism Organizations: World Trade Organization (WTO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, India Tourism Development Corporation.</li> <li>• Tourism Policy of India</li> <li>• International agreements to promote tourism</li> </ul>	<p>presentations, videos.</p>		<p>World Tourism Organization Publications</p>
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

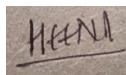
75% of the total marks per course. Duration of examination will be two and half hours

#### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15

	<b>TOTAL MARKS</b>		<b>75</b>
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Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : Bachelor of Management Studies				Semester : VI			
Course : Project Management				Code : NMUBMS603			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)		Assignment			Class Participation		
10 Marks		15 marks			Nil		
Learning Objectives							
<p>14. The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management</p> <p>15. To give a comprehensive overview of Project Management as a separate area of Management</p> <p>16. To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management</p>							
Learning Outcomes							
<p>1. The learner acquires the fundamental knowledge of issues relating to project management as a separate area of management</p> <p>2. The learner acquires basic financial, technical and analytical skills relating to project management.</p>							
Pedagogy							
<ul style="list-style-type: none"> <li>Class lectures, case studies, group discussions</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction to Project Management &amp; Project Initiation:</p> <p><b>a) Introduction to Project Management:</b>            Meaning/Definition of Project &amp; Project Management, Classification of Projects, , Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</p> <p><b>b) Organizational Structure (Project Organization):</b>            Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</p> <p><b>c) Project Initiation:</b></p> <ul style="list-style-type: none"> <li>• Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection</li> <li>• Project Manager-Meaning of Project Manager, Role of Project</li> </ul>	Class lectures, case studies, group discussions	11	<ul style="list-style-type: none"> <li>• Harold Kerzer, Project Management – A System Approach to Planning, Scheduling &amp; Controlling</li> </ul>

	<p>Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager</p> <p>Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling</p>			<ul style="list-style-type: none"> <li>• Jack.R.Meredith &amp; Samuel.J.Mantel, Jr.,Project Management – A Managerial Approach</li> </ul>
II	<p>Analyzing Project Feasibility:</p> <p><b>a) Project Feasibility Analysis:</b></p> <ul style="list-style-type: none"> <li>• Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility</li> <li>• Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility</li> </ul> <p><b>b) Market Analysis:</b> Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p><b>c) Technical Analysis:</b> Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the</p>	Class lectures, case studies, group discussions	11	



	<p>Era of E- Commerce in Project Management</p> <p><b>d) Operational Analysis:</b>  Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning &amp; Control, Material Management - Work Study &amp; Method Study, Lean Operations</p>			
III	<p>Budgeting, Cost &amp; Risk Estimation in Project Management:</p> <p><b>a) Funds Estimation in Project:</b>  Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets &amp; Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance  Infrastructure financing and its gestation period (overview)</p> <p><b>b) Risk Management in Projects:</b>  New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models), Value at Risk and its application</p> <p><b>c) Cost Benefit Analysis in Projects</b>  Introduction to Cost Benefit Analysis, Efficient Investment</p>	<p>Class lectures, case studies, group discussions, practical problems</p>	11	<ul style="list-style-type: none"> <li>• Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation &amp; Control</li> </ul>

	Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions, Social Cost Benefit analysis (overview)			
IV	<p>Project Forecasting, monitoring &amp; controlling and termination:</p> <p>a) Project forecasting: Forecasting cash flows for projects, premise of forecast, forecasting on excel, Valuation of project, important cornerstones of project valuation, comparative analysis of DCF</p> <p>b) Project Monitoring &amp; Controlling: Introduction to Project Monitoring &amp; Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</p> <p>c) Project Termination &amp; Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review &amp; Administrative Aspects,</p>	Class lectures, case studies, group discussions, practical problems	12	

	Execution Tools for Closing of Projects			
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

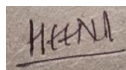
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15

<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program : Bachelor of Management Studies				Semester : VI			
Course : International Finance				Code : NMUBMS601			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<p>17. The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance</p> <p>18. The course aims to give a comprehensive overview of International Finance as a separate area in International Business</p> <p>19. To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market</p>							
Learning Outcomes							
<ol style="list-style-type: none"> <li>1. The learner acquires basic knowledge about the functioning of international finance in global market</li> <li>2. The learner understands the inter-relation between International trade and international finance</li> <li>3. The learner acquires knowledge of international monetary system and foreign exchange market</li> <li>4. The learner develops an understanding of multinational finance and related concepts</li> </ol>							
Pedagogy							
<ul style="list-style-type: none"> <li>• Class lectures, group discussions, case studies, PPT presentations, videos, etc.</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Fundamentals of International Finance:</p> <p><b>a) Introduction to International Finance:</b></p> <ul style="list-style-type: none"> <li>• Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</li> </ul> <p><b>b) Balance of Payment:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>c) International Monetary Systems:</b></p> <ul style="list-style-type: none"> <li>• Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes, Current Exchange Rate, European Monetary System, Fixed vs. Floating Exchange Rate System, Triffin's Paradox</li> </ul>	Class lectures, group discussions, case studies, PPT presentations, videos, etc.	10	<ul style="list-style-type: none"> <li>• P G Apte, International Financial Management, 5th Edition, The McGraw Hill</li> </ul>

	<p><b>d) Exchange Rate Determination and Forecasting:</b></p> <ul style="list-style-type: none"> <li>• Measuring Exchange rate movements and volatility</li> <li>• Factors influencing exchange rates</li> <li>• Interest rate parity, Purchasing Power Parity &amp; Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets &amp; Interest Rates (Domestic &amp; Offshore Markets, Money Market Instruments)</li> <li>• introduction to Exchange Rates:</li> </ul>			<ul style="list-style-type: none"> <li>• Cheol . S. Eun &amp; Bruce G. Resnick, International Finance Management</li> <li>• Maurice D. Levi, International Finance – Special Indian Edition</li> </ul>
II	<p>Foreign Exchange Markets, Exchange Rate Determination &amp; Currency Derivatives:</p> <p>a) Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions &amp; Settlement Date, Exchange Rate Quotations &amp; Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>b) Foreign Market, Spot Foreign Exchange Market</p> <p>c) Exchange Rate Quotations</p> <ul style="list-style-type: none"> <li>▪ Direct &amp; Indirect Rates</li> <li>▪ Cross Currency Rates</li> <li>▪ Bid, Ask, Spread &amp; Spread %</li> </ul>	Class lectures, group discussions, case studies, PPT presentations, videos, etc.	11	

	d) Factors Affecting Exchange Rates 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			
III	World Financial Markets & Institutions & Risks: <b>a)</b> 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 <b>b)</b> 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 <b>c)</b> 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	Class lectures, group discussions, case studies, PPT presentations, videos, etc.	13	<ul style="list-style-type: none"> <li>• Prakash G. Apte, International Finance – A Business Perspective</li> </ul>
IV	International Banking, Foreign Exchange Risk, Appraisal & Tax Management:	Class lectures, group discussions, case studies,	11	



	<p>a) Offshore banking and offshore currency trading, Factors contributing to the growth of international banking and eurocurrency trading, shadow banks, problems in regulating international banking, recent financial crisis</p> <p>b) Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade &amp; Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage &amp; Speculation</p>	PPT presentations, videos, etc.		<ul style="list-style-type: none"> <li>• V. A. Aadhani, International Finance</li> </ul>
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

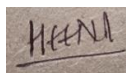
### Details of Semester End Examination

75% of the total marks per course. Duration of examination will be two and half hours

**QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)**

All Questions are compulsory

<b>Question Number</b>	<b>Description</b>	<b>Marks</b>	<b>Total Marks</b>
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

Program: Bachelor of Management Studies				Semester: VI			
Course: Risk Management				Code: NMUBMS614			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<p>20. The objective of this course is to familiarize the student with the fundamental aspects of risk management and control</p> <p>21. To give a comprehensive overview of risk governance and assurance with special reference to insurance sector</p> <p>22. To introduce the basic concepts, functions, process, techniques of risk management</p>							
Learning Outcomes							
<p>3. The learner acquires the fundamental knowledge of issues relating to risk management as a separate area of management</p> <p>4. The learner acquires basic financial, technical and analytical skills relating to risk management.</p>							
Pedagogy							
<ul style="list-style-type: none"> <li>Lectures, PPT, Case Analysis, Group discussions, etc</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p><b><u>Introduction, Risk Measurement and Control:</u></b> Concept of risk, risk attitude, risk appetite and risk tolerance Definition, Distinguish between Risk and uncertainty, Risk Process, Risk Organization,</p> <p><b><u>Classification of Risk:</u></b> Nature and Categorization</p> <p><b><u>Types of Risks:</u></b> Financial, Liquidity, Interest, Market, Credit, Currency, Legal, Operational, Legal, Foreign exchange, Cyber risk, Technology risk, etc</p> <p><b><u>Risk Management V/s Risk Measurement:</u></b> Managing Risk, Diversification, Investment Strategies and</p> <p><b><u>Quantitative and Qualitative of Risk and various methodologies:</u></b> Risk assessment, measurement, quantification and impact assessment</p>	Lectures, Case Analysis, Group discussions, etc	09	<ul style="list-style-type: none"> <li>• Thomas S. Coleman, Quantitative Risk Management: A Practical Guide to Financial Risk</li> <li>• Steve Peterson, Investment Theory and Risk Management</li> <li>• Risk Management, M/s Macmillan India Limited</li> </ul>

	<p><b><i>Risk Measures:</i></b> Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures – Simulation Method, Duration Analysis, Linear and VaR</p>			<ul style="list-style-type: none"> <li>• ICAI Material</li> <li>• Theory &amp; Practice of Treasury Risk Management: M/s Taxman Publications Ltd.</li> </ul>
II	<p><b><u>Risk Management</u></b> Objectives of risk management, importance, risk management techniques, Framework, approaches, role of risk manager and risk committee</p> <p>Principles for effective implementations of Risk management by OECD</p> <p>Corporate Risk Management</p> <p><b><u>Risk Model:</u></b> Introducton, importance and limitations of: VaR Stress testing Scenario Analysis</p>	Lectures, Case Analysis, Group discussions, etc	12	<ul style="list-style-type: none"> <li>• Sim Segal, Corporate Value of ERM</li> <li>• Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House</li> </ul>
III	<p><b><u>Risk Governance and Assurance:</u></b> <b>a) Risk Governance:</b> Framework, Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance Provisions of the SEBI (Listing obligations and</p>	Lectures, Case Analysis, Group discussions, etc	12	

	<p>disclosure requirements) Regulations,2015 Disclosures: Global scenario</p> <p><b><i>IT Risk Management:</i></b> Disaster recovery plan</p> <p><b><i>b) Risk Assurance:</i></b> Purpose and Sources of Risk Assurance, Nature, Reports and Challenges</p> <p><b><i>c) Identify and assess impact upon stakeholders involved in business risk</i></b></p>			
IV	<p><b><u>Risk Identification, Avoidance, ERM, Business Analytics and Artificial intelligence:</u></b></p> <p><b><i>a) Risk Identification:</i></b> PESTLE and SWOT</p> <p><b><i>b) Risk Avoidance:</i></b> Hedging Instruments and Mechanism: Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation</p> <p><b><i>c)Enterprise Risk Management:</i></b> Definition, Scope, Techniques, Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk</p>	Lectures, Case Analysis, Group discussions, etc	12	

Management, ERM Framework, ERM Process, ERM Matrix Stakeholder's value creation by ERM  <b><u>d) Business Analytics and Artificial Intelligence</u></b> Basic of Machine learning, Analytics- risk management applications, Artificial Intelligence, Distributed ledger technology.			
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## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

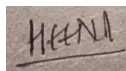
75% of the total marks per course. Duration of examination will be two and half hours

### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a.	7.5 * 2	15

	b. c.		
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15
<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)



Program : Bachelor of Management Studies				Semester : VI			
Course : Strategic Financial Management				Code : NMUBMS613			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<p>23. The objective of this course is to familiarize the student with an insight into advanced techniques of financial management required for managerial decision making situations in organizational structure.</p> <p>24. To acquaint students with concepts of Financial management from Strategic perspective</p> <p>25. To understand various financial problems of business enterprises</p>							
Learning Outcomes							
<p>5. The learner acquires understanding of principle techniques in capital budgeting and risk analysis.</p> <p>6. The learner understands various nuances of assessing the firm value and makes strategic decisions</p> <p>7. The learner acquires knowledge of special finance decision making situations and evaluate consequences of strategic decisions.</p> <p>8. The learner develops an understanding of multinational finance and related concepts</p>							
Pedagogy							
<ul style="list-style-type: none"> <li>Class lectures, group discussions, case studies, PPT presentations, videos, etc.</li> </ul>							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	Dividend Decision and theories and Bonus shares a) Dividend Decision: • Meaning and forms of Dividend, Dividend Modiglianin and Miller's Approach, Factors determining Dividend Policy, Types of Dividend Policy b) CIBIL theory, Clientele theory, Shareholder consideration theory c) Bonus shares, Buy back of shares-Impact of shareholding, EPS and MPS	Class lectures, group discussions, case studies, PPT presentations, videos, etc.	9	<ul style="list-style-type: none"> <li>• Khan, M.Y. and Jain P.K., Financial Management, Tata McGraw-Hill, Latest Editio</li> <li>• Damodaran, A, Applied Corporate Finance, Wiley, latest Edition</li> </ul>
II	Capital Budgeting and Capital Rationing: a) Capital Budgeting: Risk analysis in Capital Budgeting, Types of Risk and Project appraisal, Sensitivity analysis, Scenerio analysis, Decision Tree analysis b) Capital Rationing Meaning, Advantages, Disadvantages and Practical Problems	Class lectures, group discussions, case studies, PPT presentations, videos, etc.	12	
III	Corporate Valuation and Corporate Restructuring: a) Corporate Valuation: Approaches of Valuation- Asset basedm Earning based, Cash flow based, Measuring Cost of equity-	Class lectures, group discussions, case studies, PPT presentation	14	

	<p>CAPM , Arbitrage Pricing theory, EVA, MVA, SVA</p> <p>b) Corporate Restructuring: Meaning, Forms of Merger, Valuation of firm-Pre and Post merger, calculation of synergy, Effect on EPS and MPS, Ownership Restructuring, Gain to target company and Acquire company, Comparable transaction methods</p>	<p>s, videos, etc.</p>		<ul style="list-style-type: none"> <li>• Weston, J.F., Chung, K.S. and Hoag, S.E., Mergers, Restructuring and Corporate Control, Prentice-Hall, Latest Edition</li> </ul>
IV	<p>4 Securitization and SPAC</p> <p>a) Securitization: Concept and definition, Benefits, Participants, mechanism, Securitization instruments, Pricing of instruments</p> <p>b) SPAC: Introduction to SPAC, SPAC vs IPO, Working and flow of SPAC</p>	<p>Class lectures, group discussions, case studies, PPT presentations, videos, etc.</p>	10	<ul style="list-style-type: none"> <li>• Prakash G. Apte, International Finance – A Business Perspective</li> </ul>

## BMS DEPARTMENT - EVALUATION PATTERN

### Details of Continuous Assessment (CA)- Theory & Practical subjects

Continuous Assessment	Details	Marks
<b>Component 1 (CA-1)</b>	Presentations/Project Work/Book Review/Field visit & its presentations/Entrepreneurship Fair/Documentary filming/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Internal class test (5 concept-based questions of 2 marks each)	<b>10 marks</b>

### Details of Semester End Examination

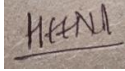
75% of the total marks per course. Duration of examination will be two and half hours

#### QUESTION PAPER FORMAT (For all Subjects- Theory & Practical)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
<b>Q1.</b>	<b>Answer any 2 from the following</b> (Module I) a. b. c.	7.5 * 2	15
<b>Q2.</b>	<b>Answer any 2 from the following:</b> (Module II) a. b. c.	7.5 * 2	15
<b>Q3.</b>	<b>Answer any 2 from the following:</b> (Module III) a. b. c.	7.5 * 2	15
<b>Q4.</b>	<b>Answer any 2 from the following:</b> (Module IV) a. b. c.	7.5 * 2	15

<b>Q5.</b>	Case Study/Application based Questions: (Module I to IV) - can be subdivided,	7.5 * 2 Or 5 * 3	15
	<b>TOTAL MARKS</b>		<b>75</b>



Signature  
(Program Chairperson & Vice Principal)

Signature  
(Principal)

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