



Shri Vile Parle Kelavani Mandal's
**MITHIBAI COLLEGE OF ARTS, CHAUHAN INSTITUTE OF
SCIENCE &
AMRUTBEN JIVANLAL COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS)**

*NAAC Reaccredited 'A' grade, CGPA: 3.57,
Granted under RUSA, FIST-DST & -Star College Scheme of DBT,
Government of India, Best College, University of Mumbai (2016-17)*

Affiliated to the
UNIVERSITY OF MUMBAI

Program: BACHELOR OF MANAGEMENT STUDIES

Semester – V

**Choice Based Credit System (CBCS) with effect from
Academic Year (2020-21)**

PROGRAMME OUTCOMES:

On completion of the BMS Programme, the learners should be able to achieve the following:

- PO1:** Obtain necessary knowledge and insight about management models and practices, enabling the learners to become effective professionals.
- PO2:** Build a strong foundation so that higher education in various fields of management can be pursued.
- PO3:** Ability to incorporate diversity, multicultural perspectives and ethical considerations in business decisions.
- PO4:** Develop Peer-based Learning and Working in groups
- PO5:** Develop Cross-Functional skills.
- PO6:** Building Soft Skills and Communication skills which are crucial for managing human resources.
- PO7:** Ability to handle complex situation which will help the learners to mould their personality and excel in their profession.
- PO8:** Creation of leaders and managers who are capable of handling pressure and tense situations and the rigors of international environment.

PROGRAMME SPECIFIC OUTCOMES

On completion of the BMS Programme, the learners should be enriched with knowledge and be able to:

- PSO1:** Establish well-rounded academic foundation, through a blend of courses in the Management field and focused subject areas, such as administration, communication, team work, leadership, ethics and integrity, decision making and problem-solving abilities.
- PSO2:** Possess knowledge and skills required to join entry and middle level management positions in the corporate world.
- PSO3:** Develop the ability to think critically across a variety of subjects, fostering an informed, independent worldview.
- PSO4:** To equip students to start entrepreneurial ventures since the programme offers a well-rounded curriculum covering all aspects of business.
- PSO5:** Exhibit leadership capacity and teamwork skills for business decision making through participation in group projects.
- PSO6:** Understand, analyze and apply management concepts in the areas related to marketing, human resources and finance for efficient running of the business organization of varying complexity in competitive era.
- PSO7:** Demonstrate effective communication, understanding of global business and environmental perspectives, creative problem solving.
- PSO8:** Develop as effective management professionals and take on more responsibilities in future and to give outstanding results in the area of their interest

PREAMBLE

Businesses, world over operate in the VUCA (Volatile, Uncertain, Complex, and Ambiguous) world; it is constantly evolving with new challenges and opportunity. Indian businesses and entrepreneurs while reflecting these changes are building world-class organisations. Facing the challenges and tapping these opportunities requires management skills and abilities that are rooted in strong theoretical frameworks and practical, real life understanding of the business world. Managers those have been trained for such an ever-changing business world along with the knowledge of current and past best practices are need of the hour.

The Bachelor of Management Studies (B.M.S.) Programme has been designed to cater to the growing needs of the industry for such professionally qualified Managers. The course structure is designed in collaboration with academicians and professionals who have deliberated on these challenges and have created a balanced curriculum. The Programme covers courses spanning areas like Marketing, Human Resources, Strategy, Finance, Logistics & Supply Chain, Business Ethics & CG, Accountancy, Business Analytics, Business Research Methods, IT and also Entrepreneurship for learners wanting to contribute to the start-up trend or to contribute in organisations with an entrepreneurial attitude.

These courses have been designed to empower the learners with the knowledge of relevant theory, understanding practical aspects with cases and skills of analysis to take informed decisions. The evaluation pattern includes assessment of both theory and real-world knowledge along with assessing skills like presentations and analysis.

What the students of this Programme receive is an in-depth analysis and inquisitive approach to various business functions. The learners also are provided an opportunity to participate in various brainstorming sessions which are part of the sessions conducted by experienced lecturers.

To highlight the importance of research the learners have to submit Project Reports as a part of their Curriculum in final year's Semester V and VI, these are - an Internship based Report, thereby encouraging the learners to undertake Internship projects; and Research-based project on a relevant topic under a faculty mentor.

Overall **Bachelor of Management Studies (B.M.S.) Programme** is a holistic Programme designed for the student of Management to hone their skills and integrate seamlessly into the vibrant yet challenging world of business.

EVALUATION PATTERN

The performance of the learner will be evaluated in two components. The first component will be a Continuous Assessment with a weightage of 25% of total marks per course. The second component will be a Semester end Examination with a weightage of 75% of the total marks per course. The allocation of marks for the Continuous Assessment and Semester end Examinations is as shown below:

a) Details of Continuous Assessment (CA)

25% of the total marks per course:

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-2) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	10 marks
Component 2 (CA-2)	Online Test/Quiz	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 Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following a. b. c.	7.5 7.5 7.5	15
Q2.	Answer any 2 from the following: a. b. c.	7.5 7.5 7.5	15
Q3.	Answer any 2 from the following: a. b. c.	7.5 7.5 7.5	15
Q4.	Answer any 2 from the following: a. b. c.	7.5 7.5 7.5	15
Q5.	Case Study/Application based) (Preferably from more than one unit) a. b. c.	5 5 5	15
TOTAL MARKS			75

QUESTION PAPER FORMAT (For Numerical/Practical Subjects)

Question Number	Description	Marks	Total Marks
Q1.	Practical/Numerical (Compulsory Question)	15	15
Q2 to Q5	Practical / Numerical Questions (Attempt any 3 out of 4 Questions)	15*3	45
Q6.	Write notes on the following: (Any 3 out of 4): a. b. c. d.	5 5 5 5	15
	TOTAL MARKS		75

Signature
HOD

Signature
Approved by Vice –Principal

Signature
Principal

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: Business Ethics and Corporate Governance				Course Code: UCMABMS501	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country • To learn the applicability of ethics in functional areas like marketing, finance and human resource management • To understand the emerging need and growing importance of good governance and CSR by organization • To study the ethical business practices, CSR and Corporate Governance practiced by various organization 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: Differentiate between ethical and unethical practices in business.					
CO2: Realize the significance of ethical business and transform into a person of integrity.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Ethics and Business Ethics				10
2	Ethics in Marketing, Finance and HRM				09
3	Corporate Governance				08
4	Corporate Social Responsibility (CSR)				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p><u>Introduction to Ethics and Business Ethics</u></p> <p>a) Ethics Concept of Ethics, Evolution of Ethics, Branches of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</p> <p>b) Business Ethics Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Business practices Myths about Business Ethics Ethical Performance in Businesses in India</p>	10
Module 2	<p><u>Ethics in Marketing, Finance and HRM</u></p> <p>a) Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</p> <p>b) Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Insider Trading, Ethics in Taxation, Corporate Crime - White Collar Crime and Organized Crime, Major Corporate Scams in India, Cadbury Committee Report, 1992</p> <p>c) Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership Case Studies</p>	09
Module 3	<p><u>Corporate Governance</u></p> <ul style="list-style-type: none"> • Concept, History of Corporate Governance in India, Need for Corporate Governance • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Models of Corporate Governance (Anglo- US, German, Japanese, Indian) • Corporate Governance in India, Emerging Trends in Corporate Governance 	08

Module 4	<p><u>Corporate Social Responsibility (CSR)</u></p> <ul style="list-style-type: none"> • Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • Need for CSR • CSR Principles and Strategies • Issues in CSR • Social Accounting • Ethical Issues in International Business Practices • Recent Guidelines in CSR • Society's Changing Expectations of Business With Respect to Globalization • Future of CSR • Case Studies 	09

Suggested Readings

1. William Lillie, "An Introduction to Ethics", Universal Paperbacks
2. S.K. Chakraborty, "Wisdom Leadership", Wheeler Publishing
3. Joseph Des Jardins, "An Introduction to Business Ethics", Tata Mc Graw Hill

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Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: Logistics and Supply Chain Management				Course Code: UCMABMS502	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To introduce students to the role of logistics and how it interacts with the different tangible components of a supply chain. • To introduce students to the physical distribution system. • To introduce them to the analytical aspects of Inventory management and transportation • To update them on the latest changes in the Logistics and Supply Chain Industry. 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: To understand the role of Logistics in overall Business Strategy of the firm.					
CO2: Understand the operational processes at national and international levels in Logistics and Supply Chain Management.					
CO3: To apply the knowledge of various functions of Logistics management in effective performance of all activities in Logistics and Supply Chain Management.					
CO4: To plan and organize operational strategies for effective Logistics and Supply Management.					
CO5: Identify the basic drivers of businesses which are impacting Supply Chain of the organization.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Logistics and Logistics Management				10
2	Transportation				09
3	Inventory Management				08
4	Performance Measurement				09
Total					36
PRACTICALS					-

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
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Unit	Topic	No. of Hours
Module 1	<p><u>Introduction to Logistics and Logistics Management</u> TOPICS:</p> <ul style="list-style-type: none"> □ Military origin/ basic concept / definitions/ scope/ importance in current competitive environment □ Evolution of Logistics & Supply Chain Management □ Stages in evolution of logistical organization, with emphasis on modern flat organization <p>Topics to be covered at concept level: Operating Objectives of Logistics/ Logistical Performance Cycles/ Inbound Logistics/ Manufacturing support Logistics/ Outbound Logistics/ Customer Order Cycle/ Lead-time/ Logistical interfaces/ Logistical mission/ Competitive Advantages/ 3 C's/ Logistical competency/ Outsourcing Logistical Activities/ 3rd and 4th party Logistics/ Integrated logistics/ Logistical Planning & Strategy</p> <p>Supply Chain Management Basic concept/ definitions/ scope Comparison between Logistics and SCM Global Supply Chain scenario and importance Conventional Supply chains/ Supply chain participants Channel Agencies Relationship Management, Concept of extended enterprises Bull-whip effect Customer Service</p> <ul style="list-style-type: none"> • Definition / Scope / Objectives/Importance • Elements of Customer Service. Seven Rights • Customer Service Audit. Customer Service Strategy <p>Demand Forecasting Definition/ Purpose of Forecasting/ Nature of Demands/ Forecasting</p> <ul style="list-style-type: none"> • Components • Approaches to forecasting/ Qualitative & Quantitative <ul style="list-style-type: none"> • Forecasting Techniques & their applicability, Time series analysis with numerical examples. <p>Order Processing:</p> <ul style="list-style-type: none"> • Integrated System / Customer Order Cycle • Electronic Data Interchange & its Advantages • Perfect Order 	10
Module 2	<p><u>Transportation</u></p> <p>Definition/Principles/Role/Functions/Importance</p> <ul style="list-style-type: none"> • Different Modes of Transportation: Road, rail, water, air, pipelines, ropeways • Advantages & Disadvantages of individual modes • Inter-Modal Transportation • Factors to be considered for Mode & Carrier selection/ Modal 	09

	<p>characteristics & Classification</p> <ul style="list-style-type: none"> • Total Transportation Cost • Factors influencing Transport Cost / Transport Infrastructure <p>Warehousing Definition/Principles/Role/Functions/Importance</p> <ul style="list-style-type: none"> • Warehouses/Distribution Centers • Need For Warehousing/Economic/Service benefits • Types Of Warehouses - Their Advantages & Disadvantages • Warehousing Location/ Area Of Warehouse • Number of warehouses • Warehousing Operations <ul style="list-style-type: none"> • Factors Affecting Warehousing Cost • Warehouse Layout/design principles <p>Materials Handling System Definition/Principles/ Role/ Functions/ Importance</p> <ul style="list-style-type: none"> • Activities Covered / Functions Performed During Materials Handling • Material Handling Equipment with selection criteria Material handling • M. H. System Design - Objectives & Principles <p>Packaging Definition/Principles/ Role/ Functions/ Importance</p> <ul style="list-style-type: none"> • Types of Packaging: Consumer S Logistical Packaging <ul style="list-style-type: none"> • Unitizing (Concept of unit-load) & palletizing/ kitting • Logistical Functions of packaging/ • Objectives & Benefits of Packaging/ • Factors Influencing Good Package Design 	
<p>Module 3</p>	<p><u>Inventory Management</u></p> <p>Inventory: Definition/Principles/ Functions/ Purpose of Inventory Holding</p> <ul style="list-style-type: none"> • Types of Inventories • Inventory and profitability/ Impact of Inventory on total logistical cost <p>Inventory Management:</p> <ul style="list-style-type: none"> • Objectives/ Importance/ Symptoms of Poor Inventory Management/ Improving effectiveness of Inventory Management/ Inventory turnover/ Service Levels • Economic Order Quantity • Economic Batch Quantity • Assumptions & Its Limitations of EOQ • Re Order level • Safety Stock with numerical examples. 	<p style="text-align: center;">08</p>

	<p>Inventory Control:</p> <ul style="list-style-type: none"> • Inventory ranking methods and Quadrant Technique • Selective techniques of Inventory Control: Inventory control methods: (Pull/push models) Traditional methods: Q^c MODEL & P^c MODEL, two bin system, fair-share allocation model, MRP I / MRP II • Modern methods: Kanban as a tool of JIT, • Vendor managed inventory (JIT II, response based techniques-QR, CR, and AR). DRP, ERP <p>Information System Definition/Principles/Rote/Functions/Importance</p> <ul style="list-style-type: none"> • Management Information System • Elements of LIS/ Advantages of Computerization of Information/ <p>Internal & external Information System</p> <ul style="list-style-type: none"> • Functionality (IS operations) <ul style="list-style-type: none"> • Automated Order Processing System, RFID, EDI/ Satellite tracking system 	
<p>Module 4</p>	<p><u>Performance Measurement</u></p> <p>Definition/Principles/Functions/Importance/Objectives</p> <ul style="list-style-type: none"> • Activity based/process based/ Internal/External Performance Measurement • Classification of performance measures • Performance Auditing • Characteristics of ideal performance evaluation system <p>Logistics Costing Principles of Logistics Costing Activity Based Costing Mission Based Costing Total Cost Analysis Steps to Be Adopted For Total Cost Approach Logistical Network analysis Concepts/ definitions/ scope/ objectives/ importance Network options Number of facilities Milk-runs RORO/ LASH Modern Logistics Infrastructure</p> <ul style="list-style-type: none"> • Containerization • Deep water ports • ICDs & CFS network • Maritime logistics/ cold chain logistics • Dedicated Freight Corridors • Golden Quadrilateral and network of highways • Specialized equipment/ double stack containers/ unit trains • Logistics Parks • Container Corporation of India 	<p align="center">09</p>

	<ul style="list-style-type: none">• Private Logistics Companies.• E-way Bills and Impact of GST on Logistics Industry• Challenges and Issues in Global Logistics and SCM• Green Logistics	

Suggested Readings

1. V.V. Sople, Logistics Management
2. Donald J. Bowersox, David J Closs, M Bixby Cooper 'Supply Chain Logistics Management', Tata McGraw-HM
3. Donald J. Bowersox, David J Closs 'Logistical management', Tata Mc Graw-Hill
4. Fundamentals of Logistics Management McGraw-Hill
5. Douglas M. Lambert, James R Stock & Lisa M. Ellram Irwin, 'The management of
6. Business Logistics Coyle', Bardi, Langley, Thomson, South – Western
7. Stephen Lemay, Joe B, 'Logistics David J Bloomberg', Hanna Prentice Hall of India
8. M Martin Christopher, "Logistics & S C", Pearson Education
9. Chopra Meindl, Kalra, 'Supply Chain Management'.
10. Herald Dyckhoff, Richard Lacks and Joachtn Reese, 'Supply Chain Management'.
11. Anurag Saxena, Caushik Sircar, 'Logistics and Supply Chain Management – Text and Cases' - Jaico Publishing House, Mumbai, 3rd Edn 2009.

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: International Business				Course Code: UCMABMS504	
Teaching Scheme			Evaluation Scheme		
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To understand International Business, its Advantages and Challenges • To provide an insight on the dynamics of International Business Environment • To understand the dynamics of International Trade • To understand the relevance of International organisations in international business 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: Understand and recall International Business, its Advantages and Challenges.					
CO2: Describe dynamics of International Business Environment.					
CO3: Apply the previously learned concepts to obtain an insight regarding the dynamics of International Trade					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Globalization				09
2	International Business Environment				09
3	Concept of International Trade, Barriers to Trade				09
4	International Organizations and Arrangements				09
Total					36
PRACTICALS					-

Suggested Readings

Unit	Topic	No. of Hours
Module 1	<p><u>Introduction to Globalization</u></p> <p>Globalization and its growing importance in world economy; Impact of globalization; International business contrasted with domestic business, complexities of international business; Different Orientations of International Business: EPRG Framework, Different modes of entering International markets</p>	09
Module 2	<p><u>International Business Environment</u></p> <p>National and foreign environments and their components; Global trading environment</p> <ul style="list-style-type: none"> • Economic Environment: International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) • Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License. • Cultural Environment: Concept, Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education), HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) 	09
Module 3	<p><u>Concept of International Trade, Barriers to Trade</u></p> <p>Theories of International Trade- an overview; Commercial Policy Instruments-tariff and non-tariff measures; Balances of payment account and its components. Recent trends in world trade in goods and services; Trends in India's foreign trade; Foreign Trade promotion measures and organizations in India; Special economic zones (SEZs) and 100% export oriented units (EOUs), Outsourcing and its potentials for India</p>	09
Module 4	<p><u>International Organizations and Arrangements</u></p> <p>WTO-Its objectives, principles, organizational structure and functioning; An overview of other organizations – UNCTAD, World Bank and IMF, Forms of regional groupings, Trading Blocs: SAARC, ASEAN, NAFTA, EU, OPEC, integration efforts among countries in Europe, North America and Asia.</p>	09
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Suggested readings:

1. Charles, W.L. Hill and Jain, Kumar, Arun. "International Business" Tata McGraw-Hill.
2. Johnson, Derbe, and Colin Turner." International Business-Themes & Issues in the Modern Global Economy". Roulledge.
3. Cherunilam, Francis. "International Business: Text and Cases". Prentice Hall of India Ltd.
4. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan." International Business". Pearson Education (Singapore) Pvt. Ltd.
5. Justin, Paul" International Business". Prentice Hall of India Ltd

SVKM'S MITHIBAI COLLEGE (AUTONOMOUS)- TYBMS SYLLABUS

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: Services Marketing				Course Code: UCMABMS507	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To understand distinctive features of services and key elements in services marketing • Understand the expectations of customers and know how to translate this knowledge into genuine value for customers. • To provide insight into ways to improve service quality and productivity • To understand marketing of different services in Indian context. 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: Highlight the importance and contribution of services in the growth of the economy.					
CO2: Understand service as a product and the challenges inherent in marketing of services					
CO3: Differentiate between marketing physical products and intangible services, including extended services marketing mix elements					
CO4: Apply marketing strategies to use the challenges inherent to services as opportunities to win customers					
CO5: Design service maps and services gap model for real life service businesses					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to service marketing				09
2	Key Elements of Services Marketing Mix				09
3	Managing Quality Aspects of Services Marketing				09
4	International Organizations and Arrangements				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p><u>Introduction to service marketing</u></p> <ul style="list-style-type: none"> • Role of service in modern economy • Marketing challenges of service • Service marketing environment • Goods v/s service marketing • Goods – service continue • Consumer behavior • Service marketing triangle 	09
Module 2	<p><u>Key Elements of Services Marketing Mix</u></p> <ul style="list-style-type: none"> • STP for Services • 7ps of services marketing – Product, Price, Place, Promotion, People, Physical Evidence and Process • Branding of services 	09
Module 3	<p><u>Managing Quality Aspects of Services Marketing</u></p> <ul style="list-style-type: none"> • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment • CRM in services 	09
Module 4	<p><u>Services in Indian and Global economy, Ethics in services marketing</u></p> <ul style="list-style-type: none"> • Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing • Service sectors in India: Tourism, Aviation, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector 	09

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
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Suggested Readings

1. Service Marketing, Valarie A. Zeithaml & Mary Jo Bitner, Tata McGraw-Hill
2. editions.
3. Service Marketing - People, Technology, Strategy-A South Asian Perspective, Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson education
4. Services Marketing Text & Cases, Harsh V. Verma, Pearson Education

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)					Semester: V	
Course: International Finance					Course Code: UCMABMS508	
Teaching Scheme				Evaluation Scheme		
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in	
3.2	-	-	3	25	75	
Learning Objectives:						
<ul style="list-style-type: none"> • To familiarize with the concept of Foreign Exchange Market & Indian Foreign Exchange Market • To make students aware about Operational aspects of foreign exchange market and foreign exchange contracts & Foreign Exchange Arithmetic and Risk Management 						
Course Outcomes:						
After completion of the course, students would be able to :						
CO1: Understand the Foreign Exchange Market & Indian Foreign Exchange Market						
CO2: Describe the Operational aspects of foreign exchange market and foreign exchange contracts & Foreign Exchange Arithmetic and Risk Management						
Outline of Syllabus: (per session plan)						
Module	Description					No of Hours
1	Fundamentals of International Finance					09
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives					09
3	World Financial Markets & Institutions & Risks					09
4	Foreign Exchange Risk, Appraisal & Tax Management					09
Total						36
PRACTICALS						-

Unit	Topic	No. of Hours
Module 1	<p><u>Fundamentals of International Finance</u></p> <p>a) Introduction to International Finance:</p> <ul style="list-style-type: none"> • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance <p>b) Balance of Payment:</p> <ul style="list-style-type: none"> • Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption. <p>c) International Monetary Systems:</p> <ul style="list-style-type: none"> • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System <p>d) An introduction to Exchange Rates:</p> <ul style="list-style-type: none"> • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations <ul style="list-style-type: none"> ▪ Direct & Indirect Rates ▪ Cross Currency Rates ▪ Spread & Spread% <p>Factors Affecting Exchange Rates</p>	09
Module 2	<p><u>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</u></p> <p>a) Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) <p>b) International Parity Relationships & Foreign Exchange Rate:</p> <ul style="list-style-type: none"> • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the 	09

	(Domestic & Offshore Markets, Money Market Instruments) c) Currency & Interest Rate Futures: <ul style="list-style-type: none"> • 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 	
Module 3	<u>World Financial Markets & Institutions & Risks</u> a) Euro Currency Bond Markets: <ul style="list-style-type: none"> • 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) International Equity Markets & Investments: <ul style="list-style-type: none"> • 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 c) International Foreign Exchange Markets: <ul style="list-style-type: none"> • 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 Case studies.	09
Module 4	<u>: Foreign Exchange Risk, & Tax Management</u> a) Foreign Exchange Risk Management: <ul style="list-style-type: none"> • Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation b) International Tax Environment: <ul style="list-style-type: none"> • Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities C) Case studies	09

Suggested Readings

1. International Finance: Theory and Policy by Paul Krugman, Maurice Obstfeld, Marc Melitz
2. International Financial Management – 10th Edition by Jeff Madura (2010)
3. International Financial Management by Cheol Eun and Bruce Resnick (2011)
4. International Money and Finance – 3rd Edition- by C. Paul Hallwood and Ronald MacDonald (2000)
5. International Financial Management by PG. Apte,, McGraw Hill Education; 7 edition

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: E Commerce & Digital Marketing				Course Code: UCMABMS511	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To understand increasing significance of E-Commerce and its applications in Business and Various Sectors • To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business • To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: Understand increasing significance of E-Commerce and its applications in Business and Various Sectors					
CO2: Get an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business					
CO3: Understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its challenges and opportunities for an organisation					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to E-commerce				09
2	E-Business & Applications				09
3	Payment, Security, Privacy & Legal Issues in E-Commerce				09
4	Digital Marketing				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p><u>Introduction to E-commerce</u></p> <ul style="list-style-type: none"> • Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce • Use of Data Analytics, Artificial Intelligence and Machine learning in Business 	09
Module 2	<p><u>E-Business & Applications</u></p> <ul style="list-style-type: none"> • E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. • Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. • Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website 	09
Module 3	<p><u>Payment and Digital Marketing</u></p> <ul style="list-style-type: none"> • Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Check, E-wallet and Electronic Fund Transfer. 	09

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	<ul style="list-style-type: none"> • UPI Based Payment and other modern day payments. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. • Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. • Introduction to Social Media • Characteristic of various social media – Mail groups, Facebook, Twitter, LinkedIN and Google+ • Brand presence and conversations on Social Media • Social media tracking tools <p>Online Reputation Management & Social CRM</p>	
Module 4	<p><u>Digital Marketing</u> SEO AND SEM</p> <ul style="list-style-type: none"> • Google Adwords and Paid search advertising (Demonstration) • Google Adwords and Adsense, the search ecosystem • Keyword strategies and campaign operations • Search Engine Optimization – Onsite and Offsite measures to improve ranks on search • Content Marketing & Content Influencer Marketing, Campaign Marketing, • Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing. 	09

Suggested Readings

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

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: Commodity and Derivatives Market				Course Code: UCMABMS512	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To understand the concepts related to Commodities and Derivatives market • To study the various aspects related to options and futures • To acquaint learners with the trading, clearing and settlement mechanism in derivatives market. 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: Be acquainted with the trading, clearing and settlement mechanism in derivatives market.					
CO2: Describe the various aspects related to options and futures.					
CO3: Apply the concepts learned related to Commodities and Derivatives market in practical situations.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Commodities Market and Derivatives Market				09
2	Futures and Hedging				09
3	Options and Option Pricing Models				09
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p><u>Introduction to Commodities Market and Derivatives Market</u></p> <p>a) Introduction to Commodities Market :</p> <ul style="list-style-type: none"> • Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities <p>b) Introduction to DerivativesMarket:</p> <ul style="list-style-type: none"> • Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, • Difference between Forwards & Futures. 	09
Module 2	<p><u>Futures and Hedging</u></p> <p>a) Futures:</p> <ul style="list-style-type: none"> • Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model <p>b) Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures</p>	09
Module 3	<p><u>Options and Option Pricing Models</u></p> <p>a) Options:</p> <ul style="list-style-type: none"> • Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies, Sensitivity of option premium (Delta, Gamma, Lambda, 	09

	Theta, Rho) b) Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model	
Module 4	<u>Trading, Clearing & Settlement In Derivatives Market and Types of Risk</u> a) Trading, Clearing & Settlement In Derivatives Market: <ul style="list-style-type: none"> • Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement • Clearing entities and their role- clearing mechanism – adjustment for corporate actions- open position calculation b) Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin	09

Suggested Readings

1. John C. Hull & Basu -Futures, options & other derivatives
2. Robert McDonald, Derivatives market, Pearson education
3. John Hull, Fundamentals of futures & options
4. Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
5. K.Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
6. Niti Chatnani, Commodity markets, McGraw Hill Publication
7. S. Kevin, Commodities & financial derivatives, PHI learning Pvt ltd 8. Suni K Parmeswaran, Futures & options, McGraw Hill

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Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: V	
Course: Project Work-I				Course Code: UCMABMSP51	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks – 25 in internal viva voce)	Semester End Examinations (SEE) (Marks- 75 in external viva voce)
-	-	-	4	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To document, structure and present the learnings from the internship • To recommend improvements in the workplace and the systems to companies where the student did her/his internship 					
Course Outcomes:					
After completion of the course, students would be able to :					
CO1: Get an understanding of working environment.					
CO2: Describe overall experience and challenges faced while working as an intern.					
CO2: Apply the concepts learned and prepare a Project report.					
Information about the Project Report					
Sr. No	Description				
1	Project based on 6 weeks/45 Days of Internship with an Organisation/NGO/Charitable Organisation				
2	Report submission of minimum 45-50 pages.				
3	Experience certificate to be attached in the report				
4	Topics to be covered in the report – 1) Organisation: Why it was selected, Work Culture, What type of Organisation, Organisation Structure, Types of products & Services offered by organisation 2) Learning Objectives 3) Work done by the student- Department, product handled, timing 4) Department visited & his/her observation about those departments. 5) Learner's experience and whether he feels those objectives have been achieved. 5) Skills Developed by the learner during the internship 6) Contributions and achievements during the internship to be highlighted (if any)				

Any other information:

Details of Assessment (CA)-

75 marks external examiner- 50 marks for report + 25 marks for Viva/presentation

25 marks internal examiner-20 marks for report + 05 marks for Viva/presentation



**Shri Vile Parle Kelavani Mandal's
MITHIBAI COLLEGE OF ARTS, CHAUHAN INSTITUTE OF
SCIENCE &
AMRUTBEN JIVANLAL COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS)**

*NAAC Reaccredited 'A' grade, CGPA: 3.57,
Granted under RUSA, FIST-DST & -Star College Scheme of DBT,
Government of India, Best College, University of Mumbai (2016-17)*

Affiliated to the
UNIVERSITY OF MUMBAI

Program: BACHELOR OF MANAGEMENT STUDIES

Semester – VI

**Choice Based Credit System (CBCS) with effect from
Academic Year (2020-21)**

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: OPERATIONS RESEARCH				Course Code: UCMABMS601	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • Introduce the students to application of O.R in business of all types. • Develop mathematical skills to analyze and solve integer programming and network models arising from a wide range of applications. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Take optimistic decision regarding the best plan of action given the set of set of circumstances.					
CO2: Develop a general understanding of the operational research approach to decision making in business					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Operations Research and Linear Programming				09
2	Assignment and Transportation Models				09
3	Network Analysis				09
4	Decision Theory, Sequencing and Theory of Games				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p>Introduction to Operations Research and Linear Programming</p> <ul style="list-style-type: none"> • Introduction to Operations Research • Operations Research - Definition, Characteristics of OR, Models, OR Techniques, Areas of Application, Limitations of OR. b) Linear Programming Problems: Introduction and Formulation • Introduction to Linear Programming • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) c) Linear Programming Problems: Graphical Method • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. d) Linear Programming Problems: Simplex Method • Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) • Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) • All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. <p>Note: 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included.</p>	<p style="text-align: center;">09</p>
Module 2	<p>Assignment and Transportation Models</p> <ul style="list-style-type: none"> • a) Assignment Problem – Hungarian Method • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. <hr/> <ul style="list-style-type: none"> • Simple Formulation of Assignment Problems • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row 	<p style="text-align: center;">09</p>

	<p>and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included.</p> <p>b) Transportation Problems</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Feasible Solution (IFS) by: <ul style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. Note: 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical. 	
<p>Module 3</p>	<p>Network Analysis</p> <ul style="list-style-type: none"> • Critical Path Method (CPM) • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-Critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float b) Project Crashing • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Direct, Indirect, Penalty and Total Costs. • Time – Cost Trade off in Project Crashing. 	<p align="center">09</p>

	<ul style="list-style-type: none"> • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing c) Program Evaluation and Review Technique (PERT) • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using the values of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • 'Prob. Z' Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. • Meaning, Objectives, Importance, Scope, RORO/LASH 	
<p>Module 4</p>	<p>Decision Theory, Sequencing and Theory of Games</p> <ul style="list-style-type: none"> a) Decision Theory <ul style="list-style-type: none"> • Decision Environments – Risk & Uncertainty. Payoff Table, Regret Table • Decision Making under Uncertainty • Maximin & Maximax Criteria • Minimax Regret Criterion • Laplace Criterion • Hurwicz Criterion • Expected Monetary Value Criterion. • Expected Value of Perfect Information (E.V.P.I) • Expected Opportunity Loss (E.O.L). b) Job Sequencing Problem <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. c) Theory of Games <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numerical based on: Two Person Zero Sum Games • Pure Strategy Games (Saddle Point available) • Simulation <p>Invested Decision Analysis</p>	<p style="text-align: center;">09</p>

Suggested Readings

1. Taha H.A., Operations Research - An Introduction, 6th Edition, Hall of India
2. Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons
3. Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons
4. Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company
5. Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series
6. Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.
7. Shreenath L.S, Principles & Application 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd.
8. Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India
9. Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition
10. Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education
11. G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd
12. L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.
13. Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.
14. Aditham B. Rao, Operations Research Edition 2008, Jaico Publishing House, Mumbai

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: RETAIL MANAGEMENT				Course Code: UCMABMS609	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To familiarize the students with retail management concepts and operations • To provide understanding of retail management and types of retailers. • To develop an understanding of retail management terminology including merchandize management, store management and retail strategy. • To acquaint the students with legal and ethical aspects of retail management • To create awareness about emerging trends in retail management 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Gain an insight pertaining to important aspects, strategies, issues and careers in retailing					
CO2: Comprehend the pivotal role played by a retailer in a society					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Retail Management- An overview				10
2	Retail Consumer and Retail Strategy				09
3	Merchandise Management and Pricing				08
4	Managing and Sustaining Retail				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
<p>Module 1</p>	<p>Retail Management- An overview</p> <p>a) Retail Management:</p> <ul style="list-style-type: none"> • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b) Retail Formats:</p> <ul style="list-style-type: none"> • Types of Retailers/Retail Formats, Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations <p>c) Emerging Trends in Retailing</p> <ul style="list-style-type: none"> • Impact of Globalization on Retailing • I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario • Franchising: Meaning, Types, Advantages and Limitations, Franchising in India • Green Retailing <p>Airport Retailing</p>	<p style="text-align: center;">10</p>
<p>Module 2</p>	<p>Retail Consumer and Retail Strategy</p> <p>a) Retail Consumer/Shopper:</p> <ul style="list-style-type: none"> • 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>b) CRM in Retail:</p> <ul style="list-style-type: none"> • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community <p>c) Retail Strategy:</p> <p>• Meaning, Steps in Developing Retail Strategy (Retail Value</p>	<p style="text-align: center;">09</p>

	<p style="text-align: center;">Chain</p> <p>d) Store Location Selection:</p> <ul style="list-style-type: none"> • Meaning, Types of Retail Locations, Factors Influencing Store Location <p>e) HRM in Retail:</p> <ul style="list-style-type: none"> • 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/DepartmentStore <p>F) Case studies</p>	
Module 3	<p>Merchandise Management and Pricing</p> <p>a) Merchandise Management</p> <ul style="list-style-type: none"> •Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Concept, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise <p>b) Buying Function:</p> <ul style="list-style-type: none"> •Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label</p> <ul style="list-style-type: none"> •Meaning, Need and Importance, Types, Private Labels in India <p>e) Retail Pricing</p> <ul style="list-style-type: none"> •Meaning, Considerations in Setting Retail Pricing •Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing •Variable Pricing and Price Discrimination- Meaning Types: <ul style="list-style-type: none"> ▪ Individualized Variable Pricing/First Degree Price ▪ Self-Selected Variable Pricing/ Second Degree Price <p>Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing</p> <ul style="list-style-type: none"> ▪ Variable Pricing by Market Segment/ Third Degree Price <p>Discrimination</p> <p>Case studies</p>	08
Module 4	<p>Managing and Sustaining Retail</p> <p>Retail Store Operations:</p> <ul style="list-style-type: none"> o Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations 	09

	<p>(Systems, Standards, Stock, Space, Staff)</p> <ul style="list-style-type: none"> • Store Design and Layout: <ul style="list-style-type: none"> ○ Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics ○ Store Layout- Meaning, Types: Grid, Racetrack, Free Form ○ Signage and Graphics: Meaning, Significance, Concept of Digital Signage ○ Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps • Visual Merchandising and Display: <ul style="list-style-type: none"> ○ Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising ○ The Concept of Planogram ○ Display- Meaning, Methods of Display, Errors in Creating Display • Mall Management <ul style="list-style-type: none"> ○ Meaning and Components: Positioning, Zoning, Promotion and Marketing, <p>Facility Management, Finance Management</p> <ul style="list-style-type: none"> • Legal and Ethical Aspects of Retailing <ul style="list-style-type: none"> ○ Licenses/Permissions Required to Start Retail Store in India ○ Ethical Issues in Retailing • Career Options in Retailing <p>Case studies</p>	

Suggested Readings

1. Retail Management, Michael Levy & Barton A Weitz, Tata McGraw Hill
2. Retailing Management, Gibson C Vedamani , Jaico Publishing House, Mumbai
3. Retail Strategies understanding why we shop, Jim, Jaico Publishing House, Mumbai
4. International Retail Marketing Strategies, Dr. Ramkishen Y, Jaico Publishing House

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: INDIAN MANAGEMENT THOUGHTS AND PRACTICES				Course Code: UCMABMS602	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To encourage the student to look at Ancient Indian philosophy of life and Indian ethos to give an organization a holistic work culture and alternate Management principles. • To show that Ethics followed by Corporate Houses has its foundation in the value system. • To demonstrate how one can bring in Work- Life balance. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Comprehend and practice Indian Ethos and Value Systems.					
CO2: Developing understanding of Indian managerial practices and their perspectives.					
CO3: Applying value-based management and ethical practices.					
CO4: Applying Indian planning and managerial decision-making skills.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Indian Ethos				09
2	Personality				09
3	Society and Social Groups				09
4	Spirituality				09
Total					36
PRACTICALS					-

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	Indian Ethos <ul style="list-style-type: none"> • Features/ Characteristics of Indian Ethos • Multiplicity and variety – yet has commonness • Focus on the ultimate Principle or Intelligence to whom (or which) man seeks recourse • Concept of Atman and Brahman. • Management Lessons from Vedas, Bible, Quran, Mahabharata, Arthashashtra, Bhagvat Gita • Case Studies 	09
Module 2	Personality <ul style="list-style-type: none"> • Personality development through yoga • The three paths/marga – Bhakti, Karma and Jnana • The Three Gunas – Sattva, Rajas, Tamas. • Individual – a being with infinite capabilities and potentials – is a result of your own actions • Koshas: the concept of man • Meditation – the technique for development of self • Leadership: qualities of leaders with special reference to Indian thoughts. Formation of values - Application of values - Business leadership and value attributes • Motivation – Indian approach vis-à-vis American and Japanese approaches • Stress – Types and Causes • Stress Management TechniqueS • Case Studies. 	09
Module 3	Society and Social Groups <ul style="list-style-type: none"> • Society – combination of individuals of diversity – values that reflect on social practices and customs – impact on individual and collective behaviors – uses coercion to enforce compliance – societal values. • Significance of festivals – harmony with nature. Economics behind celebrating festivals • Indian concept of learning – Gurukul system of learning • Economics of giving - Developing and implementing gross national happiness. 	09
Module 4	Spirituality <ul style="list-style-type: none"> • Spirituality vis-à-vis religion • Concept of Maya (Illusion) – Advaita Vedanta • Meaning, scope and implications at work • Concept of Dharma: Varna ashram dharma, Svadharma 	09

	<ul style="list-style-type: none">• Concept of karma – meaning and importance to managers, Corporate Karma.• Concept of Vasudhaiva Kutumbakam• Case Studies	

Suggested Readings

1. S. K. Chakraborty, —Management by Values, Oxford Press
2. A. Parthasarthy, —Vedanta Treatise, Vedanta Life Institute
3. P. K. Ghosh, (Edt) —Indian Ethos in Management IPR Cell, TePP. Outreach Centre
4. S. Balachandran and others, —Ethics, Indian Ethos and Management, Shroff Publishers and Distributors Pvt. Ltd.
5. G.R. Krishna, — Indian Ethos for Modern Management
6. Swami Someswarananda, —Business Management Redefined- The Gita way, Jaico publishing House.
7. Devdutt Pattanaik Books

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: RISK MANAGEMENT				Course Code: UCMABMS612	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To familiarize with the concept of Risk Management & Evaluation of Risk • To make students aware about Foreign Exchange Risk & Exchange Rate Risk 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Comprehend and recall core concepts of risk management and control.					
CO2: Describe the nature of risk governance and assurance.					
CO3: Apply the concepts learned related to functions, process and techniques of risk management in practical situations					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Risk Management				10
2	Understanding Public Relations				08
3	Functions of Corporate Communication and Public Relations				09
4	Risk Management in Insurance				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p>Introduction to Risk Management</p> <p>Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational</p> <p>Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations</p> <p>Principals of Risk</p> <p>Risk Management Tools (RMIS, VaR, Risk Map and others)</p> <p>Risk Management Framework</p>	10
Module 2	<p>Understanding Public Relations</p> <p>a) Risk Hedging Instruments and Mechanism:</p> <ul style="list-style-type: none"> • Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation <p>b) Enterprise Risk Management:</p> <ul style="list-style-type: none"> • Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register. 	08
Module 3	<p>Functions of Corporate Communication and Public Relations</p> <p>Risk Governance:</p> <ul style="list-style-type: none"> • Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance <p>b) Risk Assurance:</p> <ul style="list-style-type: none"> • Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk <p>c) Risk and Stakeholders Expectations:</p> <p>Identifying the Range of Stakeholders and Responding to Stakeholders Expectations</p>	09
Module 4	<p>Risk Management in Insurance</p> <p>Insurance Industry:</p> <ul style="list-style-type: none"> • Risk Management and Insurance Planning, Global Perspective, Regulatory Framework in India, IRDA – Reforms, Powers, Functions and Duties. Role and Importance of Actuary <p>b) Players of Insurance Business:</p>	09

	<ul style="list-style-type: none">• Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classificationc) Claim Management:• General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium	

Suggested Readings

1. Thomas S. Coleman, Quantitative Risk Management : A Practical Guide to Financial Risk
2. Steve Peterson, Investment Theory and Risk Management
3. Risk Management , M/s Macmillan India Limited
4. Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.
5. Sim Segal, Corporate Value of ERM
6. Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House.

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: INTEGRATED MARKETING COMMUNICATION				Course Code: UCMABMS613	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 Question Paper) in
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program. • Students will learn about various tools of IMC and the importance of coordinating them for an effective marketing communications program • To understanding communications in its totality and understand how a core brand idea translates into various promotional tools • To study various practical cases of successful and unsuccessful IMC campaigns 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program.					
CO2: Understand the various tools of IMC and comprehend the importance of coordinating them for an effective marketing communications program					
CO3: To apply the core brand idea to various promotional tools					
CO4: Design an integrated marketing communication plan based on real-life communication objectives					
CO5: Evaluate IMC programs of real-life campaigns and present suggestions for improvement of the same					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Integrated Marketing Communication				09
2	Elements of IMC – I (Advertising and Sales Promotion)				09
3	Elements of IMC – II (Direct marketing, PR, Personal selling, Social media)				09
4	Evaluation & Ethics in Marketing Communication				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p>Introduction to Integrated Marketing Communication</p> <ul style="list-style-type: none"> • From marketing to integrated marketing to integrated marketing communication • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process • Communication process, AIDA other models <p>Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR</p>	09
Module 2	<p>Elements of IMC – I (Advertising and Sales Promotion)</p> <p>Advertising - Features, Role of Advertising in IMC, Effectiveness of advertising - Advantages and Disadvantages, Types of Media used for advertising, Advertising agencies – department and processes</p> <p>Sales promotion – Push and pull strategies, Role of Sales Promotion as IMC tool, Reasons for the growth, Effectiveness of sales promotion - Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</p>	09
Module 3	<p>Elements of IMC – II (Direct marketing, PR, Personal selling, Social media)</p> <ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools/mediums of Direct Marketing, Effectiveness of direct marketing • Public Relations and Publicity – Introduction, Role of PR in IMC, Effectiveness of PR - Advantages and Disadvantages, Tools of PR • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process • Digital Marketing – Impact and role of digital mediums, Digital Channels • Social Media – Role of social media in IMC, Effectiveness of social media, popular platforms of social media, social media strategies • Innovative medium – Role innovative medium in IMC, examples of innovative medium 	09

Module 4	Evaluation & Ethics in Marketing Communication <ul style="list-style-type: none">• Evaluating an Integrated Marketing program – Measuring Communication Effectiveness, Advertising Testing Process, Post testing Tools and techniques, Evaluating other Promotional tools• Ethics and Marketing communication – The stereotyping, targeting vulnerable customers, offensive brand messages	09

Suggested Readings

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI
4. Otto Kleepner's advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Advertising and Promotion – an IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: Brand Management and Public Relations				Course Code: UCMABMS614	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of a Brand Management and Public Relations (BM&PR) campaigns. • Students will learn about various branding elements and how to create them • To understanding communications in its totality and understand how a core brand idea translates into various promotional tools • To understand and appreciate Public Relations as an important aspect of a brand • To provide the students with basic understanding of the concepts of public relations • To study various practical cases of successful and unsuccessful BM&PR campaigns 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of a Brand Management and Public Relations campaigns.					
CO2: Understand various branding elements					
CO3: Understand and appreciate Public Relations as an important aspect of the promotion mix					
CO4: Design brand elements and public relations campaign for a product					
CO5: Evaluate real-life brands and public relation campaigns and suggest improvements.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Brand Management				10
2	Growing and Sustaining Brand Equity				08
3	Understanding Public Relations				10
4	Functions and Tools of Public Relations				08
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p>Introduction to Brand Management</p> <ul style="list-style-type: none"> • Meaning of Brand, Branding, Brand Management • Importance of Branding to Consumers and 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 <p>Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements</p>	10
Module 2	<p>Growing and Sustaining Brand Equity</p> <p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy • Brand Hierarchy: Meaning of Brand Hierarchy. • Building Equity at Different Hierarchy Levels • Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing <p>b) Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.</p> <p>c) Brand Extensions:</p> <ul style="list-style-type: none"> • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>d) Managing Brands over Time:</p> <ul style="list-style-type: none"> • Reinforcing Brands, Revitalising Brands 	08
Module 3	<p>Understanding Public Relations</p> <p>a) Fundamental of Public Relations: Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business.</p> <p>b) Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</p> <p>c) Public Relations Environment: Introduction, Social and Cultural</p>	10

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

	Issues, Economic Issues, Political Issues, Legal Issues Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory • Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk	
Module 4	Functions and Tools of Public Relations a) Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations b) Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications c) Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building d) Public Relation Tools	08

Suggested Readings

1. Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
2. Jaishri Jethwaney, Corporate Communication: Principles and Practice
3. Public Relations in India, New Tasks and Responsibilities, First Edition, J. V. Vilanilam, Sage Publication
4. Introducing Public Relations, Theory and Practice, First Edition, Keith Butterick
5. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4e, by Keller/ Parameswaran/ Jacob
6. Product and Brand Management, by Tapan K. Panda, Oxford University Press
7. Brand Management: Principles and Practices, by Kirti Dutta, Oxford University Press
8. The Origin of Brands: How Product Evolution Creates Endless Possibilities for New Brands by Al Ries and Laura Ries
9. Aaker on Branding, 20 Principles That Drive Success, First Edition, by David Aaker, Sage Publications.
10. Brand Management, Co-creating Meaningful Brands by Michael Beverland, Sage Publications

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT				Course Code: UCMABMS615	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3.2	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> The objective of this course is to familiarize the participants with the stock markets of India, its terminology, types of securities, the determinants of the price behavior of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Understand and recall important terms like beta and capital asset pricing model					
CO2: Describe risk and reward linked with various investment alternatives.					
CO3: Apply the concepts learned to study short-term and long-term investment options					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction				09
2	Debt and Equity Valuation				09
3	Fundamental and Technical Analysis				09
4	Portfolio Analysis				09
Total					36
PRACTICALS					-

Unit	Topic	No. of Hours
Module 1	<p>Introduction</p> <ul style="list-style-type: none"> • An Overview <p>Meaning of Investment, Investment versus Speculation, Objectives of investment, Meaning of Portfolio, Meaning of Portfolio management, Portfolio Management Process, Approaches to Investment Decision making.</p> <ul style="list-style-type: none"> • Investment Alternatives <p>Non-Marketable Financial Assets, Money Market Instruments, Bonds or Fixed Income Securities, Equity Shares, Mutual Fund Schemes, Life Insurance, Real Estate, Precious Objects.</p> <p>(c) Introduction to Securities Market</p> <p>Primary Equity Market, Secondary Market and its Operations, Introduction to Role of NSE and BSE, Process of Buying and Selling Shares at Stock Exchange, Stock Market Quotations, Government Securities Market, Corporate Debt Market, Money Market</p>	09
Module 2	<p>Debt and Equity Valuation</p> <p>(A) The Time Value of Money</p> <p>Meaning of Time Value, Future Value of a Single Amount and Annuity, Present value of a single amount and annuity</p> <p>(B) Analysis and valuation of Debt</p> <p>Types & Features of Debt Instruments, Bond Pricing – Discount Model, Concept of Bond Yields, Concept of Risk in Debt, Basic introduction to Interest Rate movement and its link to Bond Price, Understanding the Determinants of Interest Rates, Rating of Debt Securities</p> <p>(C) Equity Valuation</p> <p>Balance Sheet Valuation, Dividend Discount Model, Earnings Multiplier Approach/P-E Approach</p> <p>(D) Risk and Return</p> <p>Meaning of Risk, Basic Introduction to Types of Risks, Measures of Risk, Basic Practical problems on standard deviation and holding period returns</p>	09
Module 3	<p>Fundamental and Technical Analysis</p> <p>d) Financial Statement Analysis:</p> <p>Financial Statement, Financial Ratios, Comparative Analysis, Du Pont Analyses, Problems in Financial Statement Analysis</p> <p>e) Introduction to Fundamental Analysis:</p> <p>Macroeconomic Analysis, Industry Analysis, Company Analysis, Estimation of Intrinsic Value, Judging Undervaluation / Overvaluation</p> <p>f) Introduction to Technical Analysis:</p> <p>g) What is Technical Analysis? Basic introduction to</p>	09

	Charting Techniques	
Module 4	<p>Portfolio Analysis</p> <p>(A) Portfolio Theory: Portfolio Return, Portfolio Risk, Portfolio Diversification, Optimal Portfolio</p> <p>(B) Capital Asset Pricing Model: Basic Assumptions, Capital Market Line, Security Market Line, Inputs Required for Applying CAPM</p> <p>(C) Efficient Market Hypothesis: Random Walk and Search for Theory, What is an Efficient Market?, Empirical Evidence on weak Form, Empirical Evidence on Semi-Strong, Efficient Market Hypothesis</p>	09

Suggested Readings

1. Security Analysis and Portfolio Management, Ravi Kishor, Taxman Publishers
2. Financial Management, Khan & Jain, Tata McGraw Hill
3. Fundamentals of Investment Management, Hirt and Block, Tata McGraw Hill. Ed 2009
4. Portfolio Management Handbook, Robert A. Strong, Jaico Publishing House, Mumbai
5. Portfolio Management: A Strategic approach, Ginger Levin, John Wyzalek: CRC Press
6. Modern Portfolio Theory and Investment Analysis: Edwin J Elton, Martin Gruber: Wiley

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.) - (2020-21)				Semester: VI	
Course: Project Work-II				Course Code: UCMABMSP61	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks – 25 in internal viva voce)	Semester End Examinations (SEE) (Marks- 75 in external viva voce)
-	-	-	4	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To document, structure and present the learnings from Research. • To inculcate the element of research work challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study in his/ her own words. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Understand the types and nature of research.					
CO2: Describe research methodology and research design,					
CO3: Apply the previously learned concepts and prepare a project report.					
Information about the Project Report					
Sr. No	Description				
1	Project based on Research (Primary Data)				
2	Report submission of minimum 90 to 100 pages.				
3	Topics to be covered in the report – <ol style="list-style-type: none"> 1) Introduction 2) Literature Review 3) Other important Secondary Data (related to the topic) 4) Research Methodology 5) Hypothesis Testing, Data Analysis, Interpretation and Presentation 6) Conclusions and Suggestions. 7) Bibliography/References 8) Appendix 				
PRACTICALS					-

Any other information:

Details of Assessment (CA)-

75 marks external examiner- 50 marks for report + 25 marks for Viva/presentation

25 marks internal examiner-20 marks for report + 05 marks for Viva/presentation