

AC _____ ITEM NO: _____

Deccan Education Society's

Kirti M. Doongursee College
of Arts, Science and
Commerce (AUTONOMOUS)



Affiliated to

UNIVERSITY OF MUMBAI

Syllabus for

Program: Bachelor of Management Studies

Course: T.Y.B.M.S

Choice Based Credit System (CBCS)

with effect from

Academic Year 2024-2025

PROGRAM OUTCOMES

PO	Description
	A student completing Bachelor's Degree in Commerce Program will be able to
PO1	Disciplinary Knowledge: Capability of executing comprehensive knowledge and understanding of one or more discipline that form part of commerce.
PO2	Communication Skills: Ability to communicate long standing unsolved problems in commerce; Ability to show the importance of commerce as precursor to various market developments since the beginning of the civilization.
PO3	Critical Thinking: Ability to engage in reflective and independent thinking by understanding the concepts in every area of Commerce and Business; Ability to examine the results and apply them to various problems appearing in different branches of Commerce and Business.
PO4	Problem solving: Capability to deduce a business problem and apply the classroom learning into practice to offer a solution for the same. Capabilities to analyze and synthesize data and derive inferences for valid conclusion.
PO5	Research Related Skills: Ability to search for, locate, extract, organize, evaluate, and use or present information that is relevant to a particular topic
PO6	Self-directed Learning: Capability to work independently in diverse projects and ensure detailed study of various facets of Commerce and Business.
PO7	Moral and Ethical Awareness/Reasoning: Ability to ascertain unethical behavior, falsification, and manipulation of information. Ability to manage self and various social systems.
PO8	Lifelong learning: Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Commerce

Deccan Education Society's

**Kirti M. Doongursee College (Autonomous)
Year of implementation- 2024-25**

Name of the Department: Bachelor of Management Studies

Semester	Course Code	Subject	Specialization	Credits
V	KUBMS24501	Logistics and Supply Chain Management	Core	3
	KUBMS24502	Corporate Communication and Public Relations		3
	KUBMS24503	Strategic Human Resource Management	Human Resource	3
	KUBMS24504	Performance Management and Career Planning		3
	KUBMS24505	Industrial Relations		3
	KUBMS24506	Stress Management		3
	KUBMS24507	Service Marketing	Marketing	3
	KUBMS24508	E-Commerce and Digital Marketing		3
	KUBMS24509	Sales and Distribution Management		3
	KUBMS24510	Customer Relationship Management		3
	KUBMS24511	Investment Analysis and Portfolio Management	Finance	3
	KUBMS24512	Wealth Management		3
	KUBMS24513	Financial Accounting		3
	KUBMS24514	Direct Taxes		3

Course Code	Logistics and Supply Chain Management	Credits	Lectures/Week
KUBMS24501	Sem -V Core	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> Recall and remember the fundamental concepts and terminology of logistics and supply chain management. Review and restate the principles, objectives, and functions of logistics, supply chain management and related operations therein Apply various techniques, methodologies, and tools to real-world scenarios and case studies. Interpret and analyse logistical challenges, costs, and performance metrics within supply chain operations, critically evaluate the impact of different logistical strategies and technologies, and propose solutions for optimization. 			
Unit	Topics	No of Lectures	
I	Overview of Logistics and Supply Chain Management	15	
	<p>Introduction to Logistics Management</p> <ul style="list-style-type: none"> Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p>Introduction to Supply Chain Management</p> <ul style="list-style-type: none"> Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p>Customer Service: Key Element of Logistics</p> <ul style="list-style-type: none"> Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers <p>Demand Forecasting</p> <ul style="list-style-type: none"> Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average) 		
II	Elements of Logistics Mix	15	
	<p>Transportation</p> <ul style="list-style-type: none"> Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, 		

	<p>Waterways, Ropeways,</p> <ul style="list-style-type: none"> • Pipeline, Transportation Infrastructure, Intermodal Transportation <p>Warehousing</p> <ul style="list-style-type: none"> • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p>Materials Handling</p> <ul style="list-style-type: none"> • Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipment used for Materials Handling, Factors affecting Materials Handling Equipment <p>Packaging</p> <ul style="list-style-type: none"> • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design • Considerations in Packaging, Types of Packaging Material, Packaging Costs 	
III	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15
	<p>Inventory Management</p> <p>a) Inventory Management- Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels)</p> <p>b) Logistics Costing - Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p>c) Performance Measurement in Supply Chain</p> <p>d) Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</p> <p>d) Logistical Network Analysis</p> <ul style="list-style-type: none"> • Meaning, Objectives, Importance, Scope, RORO/LASH Performance Measurement in Supply Chain • Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System • Logistical Network Analysis • Meaning, Objectives, Importance, Scope, RORO/LASH 	
IV	Recent Trends in Logistics and Supply Chain Management	15
	<p>Information Technology in Logistics</p> <ul style="list-style-type: none"> • Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, 	

	<p>Principles of Logistical Information System, Types of Logistical Information System,</p> <ul style="list-style-type: none"> • Logistical Information Functionality, Information Technology Infrastructure <p>Modern Logistics Infrastructure</p> <ul style="list-style-type: none"> • Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains <p>Logistics Outsourcing</p> <ul style="list-style-type: none"> • Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, • Selection of Logistics Service Provider, Outsourcing-Value Proposition <p>Logistics in the Global Environment</p> <ul style="list-style-type: none"> • Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and • Challenges in Logistics and Supply Chain Management 	
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Reference Books:

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

Course Code	Corporate Communication and Public Relations	Credits	Lectures/Week
KUBMS24502	Sem – V Core	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> Identify the fundamental principles and ethical dimensions of corporate communication and public relations within contemporary business contexts. Describe the essential concepts in corporate communication and public relations, including corporate identity, image, reputation, and legal frameworks. Choose effective strategies for media relations, employee communication, crisis management, and financial communication within organizational settings. Classify the role and impact of emerging communication technologies, such as e-media, web conferencing, and corporate blogging, on corporate communication and public relations practices. 			
Unit	Topics	No of Lectures	
I	Foundation of Corporate Communication	15	
	<ul style="list-style-type: none"> Corporate Communication: Scope and Relevance <ul style="list-style-type: none"> Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario Keys concept in Corporate Communication <ul style="list-style-type: none"> Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation Ethics and Law in Corporate Communication Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI 		
II	Understanding Public Relations	15	
	<p>a. Fundamental of Public Relations:</p> <ul style="list-style-type: none"> Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business <p>b. Emergence of Public Relations:</p> <ul style="list-style-type: none"> Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations <p>c. Public Relations Environment:</p>		

	<ul style="list-style-type: none"> • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues <p>d. Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</p>	
III	Functions of Corporate Communication and Public Relations	15
	<p>a. Media Relations:</p> <ul style="list-style-type: none"> • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations <p>b. Employee Communication:</p> <ul style="list-style-type: none"> • 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 <p>c. Crisis Communication:</p> <ul style="list-style-type: none"> • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building <p>d. Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</p>	
IV	Emerging Technology in Corporate Communication and Public Relations	15
	<p>a. Contribution of Technology to Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) <p>b. Information Technology in Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation <p>c. Corporate Blogging Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog</p>	
<p>Reference Books:</p> <ul style="list-style-type: none"> • <i>Richard R. Dolphin, The Fundamentals of Corporate Communication</i> 		

- *Joep Cornelissen, Corporate Communications: Theory and Practice*
- *James L.Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium*
- *Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach*
- *Rosella Gambetti, Stephen Quigley, Managing Corporate Communication*
- *Joseph Fernandez, Corporate Communications: A 21st Century Primer*
- *C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication*
- *Jaishri Jethwaney, Corporate Communication: Principles and Practice*

Course Code	Strategic Human Resource Management	Credits	Lectures/Week
KUBMS24503	Sem V HR	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Identify the managerial roles of in SHRM • Understand the models of HR and difference between HRM and SHRM • Utilize the recent trends for employee engagement and policy implementations • Examine the impact of SHRM on business performance. 			
Unit	Topics	No of Lectures	
I	SHRM - An Overview	15	
	<ul style="list-style-type: none"> • Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model • HR Environment –Environmental trends and HR Challenges • Linking SHRM and Business Performance 		
II	HR Strategies	15	
	<ul style="list-style-type: none"> • Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for enhancing Employee Work Performance 		
III	HR Policies	15	
	<ul style="list-style-type: none"> • Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective 		

	<p>Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR</p> <ul style="list-style-type: none"> • Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony 	
IV	Recent Trends in SHRM	15
	<ul style="list-style-type: none"> • i.e. Mentoring • Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement • Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model • Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. • Human Capital Management –Meaning and Role • New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment • Strategic International Human Resource Management – Meaning and Features, • International SHRM Strategic Issues, Approaches to Strategic International HRM 	
<p>Reference books:</p> <ul style="list-style-type: none"> • Michael Armstrong, Angela Baron, <i>Handbook of Strategic HRM</i>, Jaico publishing House • Armstrong M.-<i>Strategic Human Resource Management_ A Guide to Action (2006)</i> • <i>Strategic Human Resource Management</i>, Tanuja Agarwal • <i>Strategic Human Resource Management</i>, Jeffrey A. Mello • Gary Dessler, <i>Human Resource Management</i>, PHI, New Delhi, 2003 • Charles R. Greer, <i>Strategic Human Resource Management</i>, Pearson Education, 2003 • Rajib Lochan Dhar, <i>Strategic Human Resource Management</i>, Excel Books, NewDelhi, 2008 		

Course Code	Performance Management and Career Planning	Credits	Lectures/Week
KUBMS24504	Sem - V HR	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> Recall the component , scope ,process of performance management. Explain career planning , performance management cycle and ethics aspects. Implement performance planning by setting performance criteria and benchmarking Analyze the role of technology in performance and challenges and opportunities in work. 			
Unit	Topics	No of Lectures	
I	Performance Management – An Overview	15	
	<ul style="list-style-type: none"> Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle Best Practices in Performance Management, Future of Performance Management. Role of Technology in Performance Management 		
II	Performance Management Process	15	
	<ul style="list-style-type: none"> Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking Performance Managing – Meaning, Objectives, Process Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach Performance Monitoring–Meaning, Objectives and Process Performance Management Implementation – Strategies for Effective Implementation of Performance Management Linking Performance Management to Compensation Concept of High Performance Teams 		
III	Ethics, Under Performance and Key Issues in Performance Management	15	
	<ul style="list-style-type: none"> Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance 		

	<p>Culture, Future Implications of Ethics in Performance Management</p> <ul style="list-style-type: none"> • Under Performers and Approaches to Manage Under Performers, Retraining • Key Issues and Challenges in Performance Management • Potential Appraisal: Steps, Advantages and Limitations. • Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay. 	
IV	Career Planning and Development	15
	<ul style="list-style-type: none"> • Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning • Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives • Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model • New Organizational Structures and Changing Career Patterns 	
<p>Reference books:</p> <ul style="list-style-type: none"> • Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers • Armstrong, Michael, Baron, <i>Performance Management</i>, Jaico Publishers • Robert Bacal, <i>Performance Management</i>, McGraw-Hill Education, 2007 • T.V. Rao, <i>Performance Management and Appraisal Systems: HR Tools for Global Competitiveness</i>, Response Books, New Delhi, 2007. • Davinder Sharma, <i>Performance Appraisal and Management</i>, Himalaya Publishing House. • A.S. Kohli, T.Deb, <i>Performance Management</i>, Oxford University Press. • Herman Aguinis, <i>Performance Management</i>, Second edition, Pearson Education. 		

Course Code	Industrial Relations	Credits	Lectures/Week
KUBMS24505	Sem V HR	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Recognize the industrial laws and trade unions and their central organizations • Describe the methods of settling industrial disputes and role of judiciary in India • Utilize the knowledge of trade unions and collective bargaining in real world. • Analyze the impact of LPG on Industrial relations. 			
Unit	Topics	No of Lectures	
I	Industrial Relations- An overview	15	
	<ul style="list-style-type: none"> • Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial relations, Issues and Challenges of industrial relations in India 		
II	Industrial Disputes	15	
	<p>a. Industrial Disputes:</p> <ul style="list-style-type: none"> • Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc) • Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment <p>b. Employee Discipline:</p> <ul style="list-style-type: none"> • Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. <p>c. Grievance Handling:</p> <ul style="list-style-type: none"> • Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India. <p>d. Workers' Participation in Management:</p> <ul style="list-style-type: none"> • Meaning and Types with Respect to India 		
III	Trade Unions and Collective Bargaining	15	
	<ul style="list-style-type: none"> • Trade Unions: <ul style="list-style-type: none"> • Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across 		

	<p>Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Rights and Privileges of Registered Trade Unions, Impact of Globalisation on Trade Unions in India, Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS, UTUC, Problems of Trade Unions in India.</p> <ul style="list-style-type: none"> • Collective Bargaining: <ul style="list-style-type: none"> • Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining, Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India 	
IV	Industrial Relations Related Laws in India	15
	<ul style="list-style-type: none"> • Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal • The Trade Unions Act, 1926; • The Industrial Employment (Standing Orders) Act, 1946; • The Industrial Disputes Act, 1947; • The Factories' Act, 1948 • The Minimum Wages Act, 1948 	

Reference books:

- Davar R S: *Personnel Management and Industrial Relations in India*
- Mamoria C B: *Industrial Relations*
- Charles Myeres: *Industrial Relations in India*
- Arun Monappa: *Industrial Relations*
- Sharma A M : *Industrial Relations*
- Ahuja K K : *Industrial Relations Theory and Practice*
- C.S. Vekata Ratnam : *Globalisation and Labour-Management Relations*
- Srivastava K D: *Laws relating to Trade Unions and Unfair Labour Practice*
- A.M.Sarma: *A conceptual and legal frame work*
- Farnham, David and John Pimlot, *Understanding Industrial Relations, London: Cassell*
- Ratna Sen, *Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.*
- C.S.Venkata Ratnam, *Globalisation and Labour Management Relations, Response Books, 2010.*
- Srivastava, *Industrial Relations and Labour Laws, Vikas, 6 th edition, 2012.*
- P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. *Industrial Relations, Trade Unions and Labour Legislation.*
- Srivastava, S. C. : *Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.*
- Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini *Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.*

Course Code	Stress Management	Credits	Lectures/Week
KUBMS24506	Sem V HR	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • List the types and sources of stress and measures to overcome of stress • Understand the work stress model and relationship with stressor and stress. • Apply action oriented , emotional oriented approaches to manage stress and enhance productivity • Analyze the future trends and advancements in trends and advancements in stress management and impact of stress on individuals. 			
Unit	Topics	No of Lectures	
I	Understanding Stress	15	
	<ul style="list-style-type: none"> • Stress – concept, features, types of stress • Relation between Stressors and Stress • Potential Sources of Stress – Environmental, Organizational and Individual • Consequences of Stress – Physiological, Psychological and Behavioural Symptoms • Stress at work place – Meaning, Reasons • Impact of Stress on Performance • Work Stress Model • Burnout – Concept, Stress v/s Burnout 		
II	Managing Stress – I	15	
	<ul style="list-style-type: none"> • Pre-requisites of Stress-free Life • Anxiety - Meaning, Mechanisms to cope up with anxiety • Relaxation - Concept and Techniques • Time Management - Meaning, Importance of Time Management • Approaches to Time Management • Stress Management - Concept, Benefits • Managing Stress at Individual level • Role of Organization in Managing Stress/ Stress Management Techniques • Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented 		
III	Managing Stress – II	15	
	<ul style="list-style-type: none"> • Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model • General Adaption Syndrome (GAS) - Concept, Stages • Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response. 		

	<ul style="list-style-type: none"> • Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. • Stress management interventions: primary, secondary, tertiary. • Meditation – Meaning, Importance • Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control 	
IV	Stress Management Leading to Success	15
	<ul style="list-style-type: none"> • Eustress – Concept, Factors affecting Eustress • Stress Management Therapy - Concept, Benefits • Stress Counselling - Concept • Value education for stress management • Stress and New Technology • Stress Audit Process • Assessment of Stress - Tools and Methods • Future of Stress Management 	
<p>Reference books:</p> <ul style="list-style-type: none"> • <i>Stress management by Susan R. Gregson</i> • <i>Stress management: Leading to Success By B Hiriyappa</i> • <i>Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper</i> • <i>Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton</i> • <i>Stress Management by A. K. Rai</i> • <i>Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper</i> • <i>Stress Management by Dr. Nivedita</i> 		

Course Code	Service Marketing	Credits	Lectures /Week
KUBMS24507	Sem –V Marketing	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Understand distinctive features of services and key elements in services marketing • Provide insight into ways to improve service quality and productivity • Understand marketing of different services in Indian context 			
Unit	Topics	No of Lectures	
I	Introduction of Services Marketing	15	
	<ul style="list-style-type: none"> • Services Marketing Concept, Distinctive Characteristics of Services, ServicesMarketing Triangle, Purchase Process for Services, Marketing Challenges of Services • Role of Services in Modern Economy, Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer Behaviour, Positioning a Service in the Market Place • Variations in Customer Involvement, Impact of Service Recovery Efforts onConsumer Loyalty • Type of Contact: High Contact Services and Low Contact Services <ul style="list-style-type: none"> a. Sensitivity to Customers’ Reluctance to Change 		
II	Key Elements of Services Marketing Mix	15	
	<ul style="list-style-type: none"> • The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- Flowcharting • Branding of Services – Problems and Solutions, Options for Service Delivery 		
III	Managing Quality Aspects of Services Marketing	15	
	<ul style="list-style-type: none"> • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone ofTolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment 		
IV	Marketing of Services	15	
	<ul style="list-style-type: none"> • International and Global Strategies in Services Marketing: Services in the GlobalEconomy- Moving from Domestic to Transnational Marketing • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare,Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical 		

Reference books:

- i Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition*
- ii Harsh V. Verma, Services Marketing Text & Cases, Pearson Education*
- iii K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011*
- iv C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008*
- v Govind Apte, Services Marketing, Oxford Press, 2004.*

Course Code	E-Commerce and Digital Marketing	Credits	Lectures /Week
KUBMS24508	Sem V Marketing	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<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 			
Unit	Topics	No of Lectures	
1	Introduction to E-commerce	15	
	<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 • Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social • Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Impact of E-Commerce on Business, Ecommerce in India • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce 		
2	E-Business & Applications	15	
	<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 		
3	Payment, Security, Privacy & Legal Issues in E-Commerce	15	
	<ul style="list-style-type: none"> • Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems 		

	<p>:Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</p> <ul style="list-style-type: none"> • Payment Gateway: Introduction, Payment Gateway Process, Payment GatewayTypes, Advantages and Disadvantages of Payment Gateway. • Types of Transaction Security • E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, LegalIssues in E-commerce in India, IT Act 2000 	
4	Digital Marketing	15
	<ul style="list-style-type: none"> • Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. • Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. • Digital Marketing on various Social Media platforms. • Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing. 	
<p>Reference books:</p> <p>i D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd</p> <p>ii Bajaj Kamlesh K,E-Commerce- The cutting edge of Business</p> <p>iii Digital Marketing, Seema Gupta, Tata McGraw Hill</p> <p>iv Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education</p> <p>v Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education</p> <p>vi R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education</p> <p>vii Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.</p>		

Course Code	Sales and Distribution Management	Credits	Lectures /Week
KUBMS24509	Sem V Marketing	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> • To develop understanding of the sales & distribution processes in organizations • To get familiarized with concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel management 			
Unit	Topics	No of Lectures	
1	Introduction	15	
	<p>a) Sales Management:</p> <ul style="list-style-type: none"> • Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions • Qualities of a Sales Manager • Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. • Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure <p>b) Distribution Management:</p> <ul style="list-style-type: none"> • Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. <p>• Integration of Marketing, Sales and Distribution</p>		
2	Market Analysis and Selling	15	
	<p>a) Market Analysis:</p> <ul style="list-style-type: none"> • 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>b) Selling:</p> <ul style="list-style-type: none"> • Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing • Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory • Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill • Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, 		

	<p>Negotiation Strategy</p> <ul style="list-style-type: none"> • Difference Between Consumer Selling and Organizational Selling • Difference Between National Selling and International Selling 	
3	Distribution Channel Management	15
	<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels <ul style="list-style-type: none"> ▪ Channel Design ▪ Channel Policy ▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict ▪ Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution ▪ Motivating Channel Members ▪ Selecting Channel Partners ▪ Evaluating Channels • Channel Control 	
4	Performance Evaluation, Ethics and Trends	15
	<p>a) Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> • Sales Performance – Meaning • Methods of Supervision and Control of Sales Force • Sales Performance Evaluation Criteria- Key Result Areas (KRAs) • Sales Performance Review • Sales Management Audit <p>b) Measuring Distribution Channel Performance:</p> <ul style="list-style-type: none"> • Evaluating Channels- Effectiveness, Efficiency and Equity • Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit <p>c) Ethics in Sales Management</p> <ul style="list-style-type: none"> • New Trends in Sales and Distribution Management 	
<p>Reference books:</p> <p>i A. Nag, <i>Sales And Distribution Management, Mcgraw Hill, 2013 Edition</i></p> <p>ii Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, <i>Sales Management, Pearson Education, 5th Edition</i></p> <p>iii Krishna K. Havaladar, Vasant M. Cavale, <i>Sales And Distribution Management – Text & Cases, McgrawHill Education, 2nd Edition, 2011</i></p> <p>iv Dr. Matin Khan, <i>Sales And Distribution Management, Excel Books, 1st Edition</i></p> <p>v Kotler & Armstrong, <i>Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition</i></p>		

Course Code	Customer Relationship Management	Credits	Lectures /Week
KUBMS24510	Sem V Marketing	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> • understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management • provide insight into CRM marketing initiatives, customer service and designing CRM strategy • understand new trends in CRM, challenges and opportunities for organizations 			
Unit	Topics	No of Lectures	
1	Introduction to Customer Relationship Management	15	
	<ul style="list-style-type: none"> • Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners • Objectives, Benefits of CRM to Customers and Organizations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM • Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges 		
2	CRM Marketing Initiatives, Customer Service and Data Management	15	
	<ul style="list-style-type: none"> • CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing • CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management • CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalization and Collaborative Filtering, Data Reporting 		
3	CRM Strategy, Planning, Implementation and Evaluation	15	
	<ul style="list-style-type: none"> • Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits • Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy • Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management. • CRM Implementation: Steps- Business Planning, Architecture and 		

	<p>Design, Technology Selection, Development, Delivery and Measurement</p> <ul style="list-style-type: none"> • CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change 	
4	CRM New Horizons	
	<ul style="list-style-type: none"> • e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM • Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling • Social Networking and CRM • Mobile-CRM • CRM Trends, Challenges and Opportunities • Ethical Issues in CRM 	
<p>Reference books:</p> <p>i. Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press.</p> <p>ii. Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education.</p> <p>iii. Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education.</p> <p>iv. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), <i>Services Marketing Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill.</p> <p>v. Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education.</p> <p>vi. <i>Customer Relationship Management</i>, Urvashi Makkar and Harinder Kumar Makkar, McGraw Hill Education.</p> <p>vii. <i>Customer Relationship Management The Foundation of Contemporary Marketing Strategy</i>., Baran Roger J. & Robert J. Galka</p>		

Course Code	Investment Analysis and Portfolio Management	Credits	Lectures /Week
KUBMS24511	Sem – V Finance	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> Identify types of investors and different short term & long-term investments avenues available for investors Understand various model & techniques of security portfolio analysis. Determine risk associated with investment alternatives Analyze concept of risk & return associated with various investments avenues 			
Unit	Topics	No of Lectures	
I	Introduction to Investment Environment	15	
	<ul style="list-style-type: none"> Introduction to Investment Environment Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives Capital Market in India Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, large cap, Midcap and Penny stocks 		
II	Risk - Return Relationship	15	
	<ul style="list-style-type: none"> Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta. 		
III	Portfolio Management and Security Analysis	15	
	<ul style="list-style-type: none"> Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators. 		
IV	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	15	
	<ul style="list-style-type: none"> Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security MarketLine Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns 		

	(Basic Problems)	
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Reference books:

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

Course Code	Wealth Management	Credits	Lectures/Week
KUBMS24512	Sem – V Finance	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> • Memorize, recall and identify the fundamental concepts, principles, and components of wealth management. • Identify and restate the core principles and theories underlying wealth management, insurance, investments, financial mathematics, tax laws, estate planning, retirement planning, and income streams, and apply them to real-world scenarios. • Applying wealth management principles and techniques to real-life scenarios by computing comprehensive financial plans, and determining risks associated with financial choices and decisions. • Critically evaluate financial data, perform comprehensive financial statement analyses, assess economic indicators, and conduct risk assessments to make informed decisions regarding insurance, investments, tax planning, estate planning, retirement planning, and income streams. 			
Unit	Topics	No of Lectures	
I	Introduction	15	
	<ul style="list-style-type: none"> • Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager • Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. • Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators- Leading, Lagging, Concurrent 	15	
II	Insurance Planning and Investment Planning	15	
	<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: 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</p>	15	
III	Financial Mathematics/ Tax and Estate Planning	15	
	<ul style="list-style-type: none"> • Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios • Tax and Estate Planning: 	15	

	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	
IV	Retirement Planning/ Income Streams & Tax Savings Schemes	15
	<p>• 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</p> <p>• Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes</p>	15
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Harold Evensky, <i>Wealth Management</i>, McGraw Hill Publication 2. NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> 3. Harold Evensky, <i>The new wealth Management</i>, CFA Institute Investment Series Publication 		

Course Code	Financial Accounting	Credits	Lectures /Week
KUBMS24513	Sem – V Finance	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Define and identify the various accounting terms and concepts. • Understand and describe the various methods of financial accounting used in organizations. • Apply the theoretical knowledge of financial accounting techniques and methods to practical scenarios by solving numerical. 			
Unit	Topics	No of Lectures	
I	Preparation of Final Accounts of Companies	15	
	<ul style="list-style-type: none"> • Relevant provisions of Companies Act related to preparation of Final Accounts(excluding cash flow statement). • Preparation of financial statements as per Companies Act (excluding cash flowstatement). • AS 1 in relation to final accounts of companies (disclosure of accountingpolicies) 		
II	Underwriting of Shares & Debentures	12	
	<ul style="list-style-type: none"> • Introduction, Underwriting, Underwriting Commission • Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues • Types of underwriting, Abatement Clause • Marked, Unmarked and Firm-underwriting applications, Liability of the underwritersin respect of underwriting contract-Practical problems 		
III	Accounting of Transactions of Foreign Currency	15	
	<ul style="list-style-type: none"> • In relation to purchase and sale of goods, services, assets, loan and Credit transactions. • Computation and treatment of exchange rate differences. 		
IV	Investment Accounting (w.r.t. Accounting Standard- 13)	10	
	<ul style="list-style-type: none"> • For shares (variable income bearing securities) • For Debentures/Preference shares (fixed income bearing securities) • Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). • Columnar format for investment account. 		
V	Ethical Behaviour and Implications for Accountants	08	
	<ul style="list-style-type: none"> • Introduction, Meaning of ethical behavior • Financial Reports – link between law, corporate governance, 		

	<p>corporate socialresponsibility and ethics.</p> <ul style="list-style-type: none"> • Need of ethical behavior in accounting profession . • Implications of ethical values for the principles versus rule based approaches toaccounting standards • The principal based approach and ethics • The accounting standard setting process and ethics • The IFAC Code of Ethics for Professional Accountants Contents of Research Report in Ethical Practices Implications of unethical behavior for financial reportsCompany Codes of Ethics • The increasing role of Whistle – Blowing 	
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Reference books:

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

Course Code	Direct Taxes	Credits	Lectures/Week
KUBMS24514	Sem – V Finance	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Memorize and recall the provisions of the Income Tax Act, 1961. • Identify and restate the provisions concerning various elements of direct taxes in the Income Tax Act, 1961. • Apply the provisions of the Income Tax Act, 1961 to compute income from different Heads of Income. • Analyze and synthesize the provisions related to individual heads of income and their interplay with other heads to calculate total income comprehensively. 			
Unit	Topics	No of Lectures	
I	Definitions and Residential Status	05	
	<ul style="list-style-type: none"> • Basic Terms (S. 2,3,4) • Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. • Determination of Residential Status of Individual, Scope of Total Income (S.5) 		
II	Heads of Income – I	20	
	<ul style="list-style-type: none"> • Salary (S. 15-17) • Income from House Property (S. 22-27) • Profit & Gain from Business and Profession (S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B) 		
III	Heads of Income – II	20	
	<ul style="list-style-type: none"> • Capital Gain (S. 45, 48, 49, 50 and 54) • Income from other sources (S.56- 59) • Exclusions from Total Income (S.10) • (Exclusions related to specified heads to be covered with relevant heads of income) 		
IV	Deductions under Chapter VI A	05	
	<ul style="list-style-type: none"> • Deductions from Total Income – S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA 		
V	Computation of Taxable Income of Individuals.	10	
	<ul style="list-style-type: none"> • Computation of Total Income and Taxable Income of Individuals 		
Note:			

- **The Syllabus is restricted to study of particular sections, specifically mentioned rules and notifications only.**
- **All modules / units include Computational problems / Case Study.**
- **The Law In force on 1st April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations.**

Reference Books:

1. ***Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd.***
2. ***Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.***
3. ***Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH***
4. ***Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.***
5. ***M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.***
6. ***Prasanna Chandra - Financial Management - Tata - McGraw Hill.***

Deccan Education Society's

**Kirti M. Doongursee College (Autonomous)
Year of implementation- 2024-25**

Name of the Department: Bachelor of Management Studies

Semester	Course Code	Subject	Specialization	Credits
VI	KUBMS24601	Operations Research	Core	3
	KUBMS24602	HRM in Global Perspective	Human Resource	3
	KUBMS24603	Organizational Development		3
	KUBMS24604	HRM in Service Sector Management		3
	KUBMS24605	Indian Ethos in management		3
	KUBMS24606	Brand Management		Marketing
	KUBMS24607	Retail Management	3	
	KUBMS24608	International Marketing	3	
	KUBMS24609	Media Planning & Management	3	
	KUBMS24610	International Finance	Finance	3
	KUBMS24611	Innovative Financial Services		3
	KUBMS24612	Project Management		3
	KUBMS24613	Indirect Taxes		3
	KUBMS24614	Project Work	Core	3

Course Code	Operations Research	Credits	Lectures/Week
KUBMS24601	Sem – VI Core	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> Recall, list and define various terminologies and concepts related to operations research and memorize the techniques and tools of Operations Research. Review and restate the underlying principles and assumptions for Operations Research techniques covered in the syllabus, they will be also be able to compare and describe the steps involved in solving various problems using different techniques. Choose appropriate Operations Research techniques to either formulate optimization problems and/or select appropriate solution methods, to compute a solution to situations related to practical contexts. Critically examine and evaluate constraints, dependencies, and outcomes through various models, and examine the impact of changes in parameters on the optimal solution enabling them to make informed decision. 			
Unit	Topics	No of Lectures	
I	Introduction to Operations Research and Linear Programming	15	
	<p>a. Introduction To Operations Research</p> <ul style="list-style-type: none"> Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. <p>b. Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none"> 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) <p>c. Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> Maximization & Minimization Type Problems. (Max. Z & Min. Z) Two Decision Variables and Maximum Three Constraints Problem Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. Concepts: Feasible Region of Solution, Unbounded Solution, Redundant 	15	

	<p>Constraint, Infeasible Solution, Alternative Optima.</p> <p>d. Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> • Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. • Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) • All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and 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:</p> <ol style="list-style-type: none"> 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. <ul style="list-style-type: none"> • Sensitivity Analysis including Profit Range and Capacity Range is not included. 	
II	Assignment and Transportation Models	15
	<p>a. Assignment Problem – Hungarian Method Maximization & Minimization Type Problems. Balanced and Unbalanced Problems. Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. Simple Formulation of Assignment Problems. Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included.</p> <p>b. Transportation Problems 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: North West Corner Rule (NWCR) Least Cost Method (LCM) Vogel’s Approximation Method (VAM)</p>	15

	<p>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. Production Scheduling Problem is not included. Time Minimization Problem is not included. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.</p>	
III	Network Analysis	15
	<ul style="list-style-type: none"> • Critical Path Method (CPM) <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float • Project Crashing <ul style="list-style-type: none"> • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing 	15

	<ul style="list-style-type: none"> • Program Evaluation and Review Technique (PERT) <ul style="list-style-type: none"> • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using tevalues 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 	
IV	Job Sequencing and Theory of Games	15
	<ul style="list-style-type: none"> • Job Sequencing Problem • 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. • 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. • Numericals based on: <ul style="list-style-type: none"> • Two Person Zero Sum Games including strictly determinable and Fair Game <p>Pure Strategy Games (Saddle Point available). Principles of Dominance method.Theory of Games</p> <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. 	15

	<ul style="list-style-type: none"> • Types of Games. • Numericals based on: • Two Person Zero Sum Games including strictly determinable and Fair Game • - Pure Strategy Games (Saddle Point available). Principles of Dominance method. 	
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Reference Books:

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

Course Code	HRM in Global Perspective	Credits	Lectures/Week
KUBMS24602	Sem – VI HR	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Recall the concept and approaches of IHRM • Understand the concepts of diverse workforce and ethics of international assignment • Implement the compensation system and performance management system. • Analyse the impact of strategic alliance , cross border merger ,emerging trends and technological influence on international HRM 			
Unit	Topics	No of Lectures	
I	International HRM – An Overview	15	
	a. International HRM – An Overview: <ul style="list-style-type: none"> • International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions • Difference between International HRM and Domestic HRM • Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric • Limitations to IHRM • Qualities of Global Managers • Organizational Dynamics and IHRM • Components of IHRM- Cross Cultural Management and Comparative HRM • Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers • Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM • Managing Diversity in Workforce • Dealing with Cultural Shock 		
II	Global HRM Functions	15	
	a. Global HRM Functions: <ul style="list-style-type: none"> • International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce • International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation • HRM Perspectives in Training and Development - Meaning, Advantages, Cross 		

	<p>Cultural Training, Issues in Cross Cultural Training</p> <ul style="list-style-type: none"> • International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management • Motivation and Reward System- Meaning, Benchmarking Global Practices • International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR 	
III	Managing Expatriation and Repatriation	15
	<p>a. Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> • Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) • Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers • Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation • Process, Role of Repatriate, Challenges faced by Repatriates 	
IV	International HRM Trends and Challenges	15
	<p>a. International HRM Trends and Challenges:</p> <ul style="list-style-type: none"> • Emerging Trends in IHRM • Off Shoring – Meaning, Importance, Off Shoring and HRM in India • International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme • Managing International Projects and Teams-Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World • HR in MNCs – Industrial Relations in MNCs • Role of Technology on IHRM • IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization 	

	<ul style="list-style-type: none"> • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM • Knowledge Management and IHRM 	
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Reference books:

- *Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning*
- *P. L. Rao: International Human Resource Management, Text and Cases, Excel Books*
- *Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.*
- *Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press*
- *A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College*
- *Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.*
- *Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press*
- *S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers*

Course Code	Organizational Development	Credits	Lectures/Week
KUBMS24603	Sem – VI HR	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to:</p> <ul style="list-style-type: none"> • Identify the Organizational Development principles and their managerial relevance. • Understand the skills to evaluate Organizational Diagnosis techniques. • Use Organizational Development intervention techniques to solve organizational changes • Devise and critically analyze challenges, ethics, and propose strategies for enhancing organizational effectiveness. 			
Unit	Topics	No of Lectures	
I	Organisational Development – An Overview	15	
	<p>a. Organisational Development – An Overview:</p> <ul style="list-style-type: none"> • Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance • Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD • OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner • Emerging Trends in OD • OD in Global Setting 		
II	Organisational Diagnosis, Renewal and Change	15	
	<p>a. Organisational Diagnosis, Renewal and Change:</p> <ul style="list-style-type: none"> • Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis • Organizational Renewal, Re-energising, OD and Business Process Re- Engineering (BPR), OD and Leadership Development • Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change • Change Agents- Meaning, Features, Types, Role, Skills required 		
III	OD Interventions	15	
	<p>a. Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> • OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions • Types of Interventions- Human Resource Intervention, Structural Intervention, 		

	<p>Strategic Interventions, Third Party Peace Making Intervention</p> <ul style="list-style-type: none"> • Techniques of OD Intervention : <ul style="list-style-type: none"> • Traditional: Sensitive Training, Grid Training, Survey Feedback. • Modern : Process Consultation, Third Party, Team Building, Transactional Analysis • Evaluation of OD Interventions : Process, Types, Methods, Importance 	
IV	OD Effectiveness	15
	<p>a. OD Effectiveness:</p> <ul style="list-style-type: none"> • Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD • Values in OD – Meaning, Professional Values, Value Conflict and Dilemma • Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals • Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance • Organisational Effectiveness 	
<p>Reference books:</p> <ol style="list-style-type: none"> i. Dr. Mrs. Anjali Ghanekar, <i>Essentials of Organisation Development</i>, Everest Publishing House ii. French, W.L. and Bell, C.H., <i>Organisation Development</i>, Prentice-Hall, New Delhi, 1995. iii. Harvey, D.F. and Brown, D.R., <i>An Experimental Approach to Organization Development</i>, Prentice-Hall, Englewood Cliffs, N.J., 1990 iv. Cummings, T. G. & Worley, C. G. (2009). <i>Organization Development and Change (9th edition)</i>. Canada: South-Western Cengage Learning v. Thomas G. Cummings and Christopher G. Worley, <i>Organization Development and Change</i>, Thomson South-Western, 8th Edition 2004. vi. Cummings, T. G., <i>Theory of Organization Development and Change</i>, South Western. vii. Ramanarayan, S. and Rao, T.V., <i>Organization Development: Accelerating Learning and Transformation</i>, 2nd Edition, Sage India, 2011. viii. Richard L, <i>Organisation, Theory, Change and Design</i>, India Edition (Cengage Learning) ix. Garath R Jones, Mary Mathew, <i>Organisation Theory, Design and Change: Sixth Edition</i>, Pearson x. Wendell L French, Cecil H Bell, Jr, Veena Vohra, <i>Organisation Development</i>, Sixth Edition, Pearson Education 		

Course Code	HRM in Service Sector Management	Credits	Lectures/Week
KUBMS24604	Sem – VI HR	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> • Identify the overview of Service sector management its human element, issues, challenges and evaluation techniques. • Understand how to manage human resources in service sector supporting its best Practices. • Use the concepts of Service sector management practices to achieve ideal human resource application. • Devise service sector plans to achieve maximum human resource potential by mastering its vital practices. 			
Unit	Topics	No of Lectures	
I	Service Sector Management- An Overview	15	
	<p>a. Service Sector Management- An Overview:</p> <ul style="list-style-type: none"> • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location • Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector • Service Organization - Importance of Layout and Design of Service Organization, Servicescape • Service Culture in Organization – Meaning, Developing Service Culture in Organization • Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model • Role of Service Employee • Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors • Service Encounter and Moment of Truth – Meaning, Nature, Elements of • Service Encounter 		
II	Managing Human Element in Service Sector	15	
	<p>a. Managing Human Element in Service Sector:</p> <ul style="list-style-type: none"> • Human Element in Service Sector – Introduction, Role and Significance • The Services Triangle • Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict 		

	<ul style="list-style-type: none"> • Emotional Labour – Meaning, Strategies for Managing Emotional Labour • Recruitment in Service Sector – Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector • Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitations 	
III	Issues and Challenges of HR in Service Sector	15
	<p>a. Issues and Challenges of HR in Service Sector:</p> <ul style="list-style-type: none"> • Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps • Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers • HRM in Public Sector Organizations and Non – Profit Sector in India • Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> • Business and Professional Services: Banking and Insurance, Legal, Accountancy • Infrastructure: Roads, Railways, Power • Public Services: Police, Defense, Disaster Management • Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs • Personnel Services: Education, Health Care, Hotels • Social and Charitable Services 	
IV	HRP Evaluation, Attrition, Retention & Globalization	15
	<p>a. HRP Evaluation, Attrition, Retention & Globalization:</p> <ul style="list-style-type: none"> • Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector 	

	<ul style="list-style-type: none"> • Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model • Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success • Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers • Globalization of Services- Meaning, Reasons for Globalization of Services, • Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 	
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Reference books:

- i. C. Bhattacharjee: *Service Sector Management, An Indian Perspective*, Jaico Publishing House
- ii. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: *Services Marketing*, Pearson
- iii. Christopher Lovelock: *Services Marketing, People, Technology, Strategy*, Pearson Education Asia
- iv. James A. Fitzsimmons, Mona J. Fitzsimmons: *Service Management , Operations, Strategy, Information Technology*, Tata McGraw – Hill
- v. Zeithmal, Bitner, Gremler, Pandit: *Services Marketing*, Tata McGraw – Hill
- vi. Lovelock, Wirtz: *Services Marketing*, Pearson Education, 5th Edition
- vii. K. Rao: *Services Marketing*, Pearson Education
- viii. Ramneek Kapoor, Justin Paul, Biplab Halder: *Services Marketing*

Course Code	Indian Ethos in management	Credits	Lectures/Week
KUBMS24605	Sem – VI HR	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> Identify the essence of Indian ethos in management, distinguishing its features, historical context, and relevance in contemporary managerial practices. Understand the significance of Indian heritage in business, recognizing ethical nuances and differences between Indian and Western management approaches. Use the principles of Human resource from Indian scriptures (Vedas, Mahabharata, Bible, Quran, and Arthashastra) and practice them in modern management. Analyze and cultivate a strong work ethos by recognizing its meaning, levels, dimensions, and factors affecting its development. 			
Unit	Topics	No of Lectures	
I	Indian Ethos – An Overview	15	
	<p>a. Indian Ethos</p> <ul style="list-style-type: none"> Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices <p>b. Management Lessons from Scriptures:</p> <ul style="list-style-type: none"> Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management 		
II	Work Ethos and Values	15	
	<p>a. Work Ethos:</p> <ul style="list-style-type: none"> Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos <p>b. Values:</p> <ul style="list-style-type: none"> Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture 		
III	Stress Management	15	

	<p>a. Stress Management:</p> <ul style="list-style-type: none"> • Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress <p>b. Stress Management Techniques:</p> <ul style="list-style-type: none"> • Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance <p>c. Leadership:</p> <ul style="list-style-type: none"> • Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta <p>d. Motivation:</p> <ul style="list-style-type: none"> • Meaning, Indian Approach to Motivation, Techniques 	
IV	Indian Systems of Learning	15
	<p>a. Learning: Meaning, Mechanisms</p> <ul style="list-style-type: none"> • Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages • Karma: Meaning, Importance of Karma to Managers, Nishkama Karma • Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma • Self-Management: Personal growth and Lessons from Ancient Indian Education System • Personality Development: Meaning, Determinants, Indian Ethos and Personality Development 	
<p>Reference books:</p> <p>i. R Nandagopal, Ajith Sankar RN: <i>Indian Ethics and Values in Management</i>, Tata Mc Graw Hill</p> <p>ii. Chakraborty, S.K.: <i>Foundation of Managerial Work-Contributions from Indian Thought</i>, Himalaya Publication House, Delhi 1998</p> <p>iii. Chakraborty, S.K.: <i>Managerial Effectiveness and Quality of Work life – Indian Insights</i>, Tata McGrawHill Publishing Company, New Delhi – 1987</p> <p>iv. Nandagopal, Ajith Shankar, <i>Indian Ethos and Values in Management</i>, Tata Mc Graw Hill, 2010</p> <p>v. Khandelwal <i>Indian Ethos and Values for Managers</i>, Himalaya Publishing House, 2009</p> <p>vi. Biswanath Ghosh, <i>Ethics In Management and Indian Ethos</i>, Vikas Publishing House, 2009</p> <p>vii. Joseph Des Jardins, <i>An Introduction to Business Ethics</i> , Tata Mc Graw Hill, 2009</p> <p>viii. S K Chakraborty, <i>Management by Values</i>, Oxford University Press, New Delhi, 2008</p>		

Course Code	Brand Management	Credits	Lectures/Week
KUBMS24606	Sem – VI Marketing	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Identify the meaning and various concepts related to Brand Management • Understand how to build, sustain and grow brands • Apply the plan and implement the brand marketing programs • Analyze and interpret the various sources of brand equity 			
Unit	Topics	No of Lectures	
I	Introduction to Brand Management	15	
	a. Introduction to Brand Management: <ul style="list-style-type: none"> • 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 		
II	Planning and Implementing Brand Marketing Programs	15	
	a. Planning and Implementing Brand Marketing Programs: <ul style="list-style-type: none"> • Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements • Integrating Marketing Programs and Activities • Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing • Product Strategy: Perceived Quality and Relationship Marketing • Pricing Strategy: Setting Prices to Build Brand Equity • Channel Strategy: Direct, Indirect Channels • Promotion Strategy: Developing Integrated Marketing Communication Programs • Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 		
III	Measuring and Interpreting Brand Performance	15	
	a. The Brand Value Chain b. Measuring Sources of Brand Equity:		

	<ul style="list-style-type: none"> • Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association • Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <p>c. Young and Rubicam’s Brand Asset Valuator</p> <p>d. Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> • 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 	
IV	Growing and Sustaining Brand Equity	15
	<ul style="list-style-type: none"> • Designing & Implementing Branding Strategies: <ul style="list-style-type: none"> ○ Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matri, 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 • Brand Extensions: <ul style="list-style-type: none"> ○ Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity • Managing Brands over Time: <ul style="list-style-type: none"> ○ Reinforcing Brands, Revitalising Brands • Building Global Customer Based Brand Equity 	
<p>Reference books:</p> <ul style="list-style-type: none"> i. Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> ii. Keller Kevin Lane, <i>Strategic Brand Management-2008</i> iii. Elliot, Richard, <i>Strategic Brand Management-2008</i> iv. Kapferer, Jean-Noel, <i>Strategic Brand Management-2000</i> v. Kishen, Ram, <i>Strategic Brand Management- 2013</i> 		

Course Code	Retail Management	Credits	Lectures/Week
KUBMS24607	Sem – VI Marketing	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<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 • 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 			
Unit	Topics	No of Lectures	
I	Retail Management- An overview	15	
	<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"> • 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 • Airport Retailing 		
II	Retail Consumer and Retail Strategy	15	
	<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> <ul style="list-style-type: none"> • Meaning, Steps in Developing Retail Strategy, Retail Value Chain <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/Department Store 	
III	Merchandise Management and Pricing	15
	<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 – Meaning, Importance, Components, Role of Category Captain, 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 Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer <p>c. Concept of Lifestyle Merchandising</p> <p>d. Private Label</p> <ul style="list-style-type: none"> • Meaning, Need and Importance, 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 Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing 	

	<ul style="list-style-type: none"> • Variable Pricing by Market Segment/ Third Degree Price Discrimination 	
IV	Managing and Sustaining Retail	15
	<ul style="list-style-type: none"> • Retail Store Operations: <ul style="list-style-type: none"> • Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) • 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, Facility Management, Finance Management • 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>Reference books:</p> <ol style="list-style-type: none"> Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai. Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai. Dunne Lusch, "Retail Management", South Western Cengage Learning K.S. Menon, "Store Management", Macmillan India Ltd., Keith Lincoln, Lars Thomessen & Anthony Aconis, "Retailization -Brand Survival in the Age of Retailer Power", Kogan Page Ltd., Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press Kishore Biyani, "It Happens in India", & "The Wall Mart Story" 		

Course Code	International Marketing	Credits	Lectures/Week
KUBMS24608	Sem – VI Marketing	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> To understand International Marketing, its Advantages and Challenges. To provide an insight on the dynamics of International Marketing Environment. To understand the relevance of International Marketing Mix decisions and recent developments in Global Market 			
Unit	Topics	No of Lectures	
I	Introduction to International Marketing & Trade	15	
	<p>a. Introduction of International Marketing:</p> <ul style="list-style-type: none"> Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization <p>b. Introduction to International Trade:</p> <ul style="list-style-type: none"> Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC 		
II	International Marketing Environment and Marketing Research	15	
	<p>a. International Marketing 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 		

	<p>Dimension of Culture , Cultural Values (Individualism v/s Collectivism)</p> <p>b. Marketing Research:</p> <ul style="list-style-type: none"> • Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research 	
III	International Marketing Mix	15
	<p>a. International Product Decision</p> <ul style="list-style-type: none"> • International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning <p>b. International Pricing Decision:</p> <ul style="list-style-type: none"> • Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing • International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing • International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing • International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing <p>c. International Distribution Decisions</p> <ul style="list-style-type: none"> • Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel <p>d. International Promotion Decisions</p> <ul style="list-style-type: none"> • Concept of International Promotion Decision • Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness • Standardization V/S Adaptation of International Promotional Strategies • International Promotional Tools/Elements 	
IV	Developments in International Marketing	15
	<p>a. Introduction -Developing International Marketing Plan:</p> <ul style="list-style-type: none"> • Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing 	

	<p>Operations, Devising International Marketing Plan</p> <p>b. International strategies:</p> <ul style="list-style-type: none"> • Need for International Strategies, Types of International Strategies <p>c. International Marketing of Services</p> <ul style="list-style-type: none"> • Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture 	
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Reference books:

- i. Dr. Shakeel Ahmad Siddiqui, *International Marketing*, Dreamtech press , Edition 2011
- ii. Philip R. Cateora, John L. Graham, Prashanth Salwan, *International Marketing* , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .
- iii. RajGopal, *International Marketing*, Vikas Publishing House Pvt. Ltd., Edition 2007.
- iv. Sak Onkvisit, John J. Shaw, *International Marketing Analysis and Strategy*, Pearson Publication, Third Edition
- v. Francis Cherunilam, *International Business*, PHI Learning Private Limited New Delhi, Fifth Edition .
- vi. Justin Paul and Ramneek Kapoor, *International Marketing Text and Cases*, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.
- vii. Rakesh Mohan Joshi, *International Marketing*, Oxford University Press, Second Edition
- viii. Philip R. Cateora, John L. Graham, *International Marketing*, Tata Mcgraw Hill, Twelfth Edition
- ix. Rakesh Mohan Joshi, *International Marketing* Oxford University Press, First Edition
- x. Michael R. Czinkota, Iikka A Ronkainen, *International Marketing*, Cengage Learning Edition 2007
- xi. Gerald Albaum, Edwin Duerr, Jesper Strandkov, *International Marketing and Export Management*, Pearson Publication , Fifth Edition

Course Code	Media Planning & Management	Credits	Lectures/Week
KUBMS24609	Sem – VI Marketing	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> To understand Media Planning, Strategy and Management with reference to current business scenario. To know the basic characteristics of all media to ensure most effective use of advertising budget. To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys. 			
Unit	Topics	No of Lectures	
I	Overview of Media and Media Planning	15	
	<p>a. Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning <p>b. Media Research:</p> <ul style="list-style-type: none"> 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 		
II	Media Mix and Media Strategy	15	
	<p>a. Media Mix:</p> <ul style="list-style-type: none"> Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix <p>b. Media Choices:</p> <ul style="list-style-type: none"> Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations 		

	<ul style="list-style-type: none"> • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations <p>c. Emerging Media:</p> <ul style="list-style-type: none"> • Online, Mobile, Gaming, In flight, In Store, Interactive Media <p>d. Media Strategy:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling. 	
III	Media Budgeting, Buying & Scheduling	15
	<p>a. Media Budget</p> <ul style="list-style-type: none"> • Meaning, Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase • Importance of Media Budget. • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. <p>b. Media Buying:</p> <ul style="list-style-type: none"> • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback Criteria in Media Buying <p>c. Media Scheduling</p> <ul style="list-style-type: none"> • 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 	

IV	Developments in International Marketing	
	<p>a. Media Measurement:</p> <ul style="list-style-type: none"> • Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach • Television Metrics: Dairy v/s Peoplemeter,TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership • Radio Metrics: Arbitron Radio Rating • Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. • OOH Metrics: Traffic Audit Bureau (TAB) <p>b. Benchmarking Metrics:</p> <ul style="list-style-type: none"> • Share, Profile, and Selectivity Index <p>c. Plan Metrics:</p> <ul style="list-style-type: none"> • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). <p>d. Evaluating Media Buys</p> <ul style="list-style-type: none"> • 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>Reference books:</p> <ol style="list-style-type: none"> i. Arpita Menon , <i>Media Planning and Buying</i>, Tata McGraw Hill Education Private Limited , SecondEdition 2010 ii. Jack Z Sissors and Roger B. Baron, <i>Advertising Media Planning</i>, McGraw Hill Education India Pvt.Limited, Seventh Edition. iii. Larry Percy and Richard Elliott, <i>Strategic Advertising Management</i> , Oxford University Press, SecondEdition iv. Larry d. Kelly and Donald W.Jugeneimer, <i>Advertising Media Planning</i> , PHI learning Private Limited, v. Dennis .F.Herrick, <i>Media Management in Age of Giants</i>, Surjeet Publications <p>.Charles Warner and Joseph Buchman, <i>Media selling</i> ,Surjeet Publication,3rd edition</p>		

Course Code	International Finance	Credits	Lectures/Week
KUBMS24610	Sem – VI Finance	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Recall, list and define various terminologies and concepts related to International Economy and global financial systems and operations. • Compare various multifaceted elements or components. Of international financial markets and be able to group, restate many different components. Concepts of international financial system following common features. • Apply the theoretical concepts. Forex Billings and practice the arithmetic equation to resolve numerical problems related to forex transactions. • Critically examine and evaluate The Forex market operations and justify the impact of such transaction on domestic and international economics. 			
Unit	Topics	No of Lectures	
I	Fundamentals of International Finance	15	
	<ul style="list-style-type: none"> • Introduction to International Finance: • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance • Balance of Payment: • Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption. • International Monetary Systems: • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System • An introduction to Exchange Rates: • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations • Direct & Indirect Rates • Cross Currency Rates • Spread & Spread % • Factors Affecting Exchange Rates 		
II	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15	
	<p>a. Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Markets, Structure of Foreign 		

	<p>Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <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 Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) <p>c. Currency & Interest Rate Futures:</p> <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 	
III	World Financial Markets & Institutions & Risks	15
	<p>Euro Currency Bond Markets:</p> <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 <p>International Equity Markets & Investments:</p> <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 <p>International Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Meaning of International Foreign Exchange Market, FERA v/s FEMA, 	

	<p>Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market, International Capital Budgeting:</p> <ul style="list-style-type: none"> • Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV. 	
IV	Foreign Exchange Risk, Appraisal & Tax Management	15
	<ul style="list-style-type: none"> • 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 • 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 • International Project Appraisal: <ul style="list-style-type: none"> • Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal 	
<p>Reference Books:</p> <p>i. P G Apte, <i>International Financial Management</i>, 5th Edition, The McGraw Hill</p> <p>ii. Cheol . S. Eun & Bruce G. Resnick, <i>International Finance Management</i></p> <p>iii. Maurice D. Levi, <i>International Finance – Special Indian Edition</i></p> <p>iv. Prakash G. Apte, <i>International Finance – A Business Perspective</i></p> <p>v. V A. Aadhani, <i>International Finance</i></p>		

Course Code	Innovative Financial Services	Credits	Lectures/Week
KUBMS24611	Sem – VI Finance	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Identify the fundamental aspects of various issues associated with various financial services • Understand Basic concept, functions, process, techniques of financial services. • Articulate the various types of products and services to help them invest and also in Issue management and determine the most suitable financial service • Analyze Financial Services management as an important and contemporary area of financial management. 			
Unit	Topics	No of Lectures	
I	Introduction to Traditional Financial Services	15	
	<p>1. Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework</p> <p>2. Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</p> <p>3. Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</p>		
II	Issue Management and Securitization	15	
	<p>1. Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <p>2. Stock Broking: Introduction, Stock Brokers, Sub-Brokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading</p> <p>3. Securitization: Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization</p>		
III	Financial Services and its Mechanism	15	
	1. Lease and Hire-Purchase:		

	<ul style="list-style-type: none"> • Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. • Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase. <p>2. Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies</p> <p>3. Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>	
IV	Consumer Finance and Credit Rating	15
	<p>1. Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance</p> <p>2. Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. Smart Cards- Features, Types, Security Features and Financial Applications</p> <p>3. Credit Rating: Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating</p>	
<p>Reference Books: i. IM Pandey, <i>Financial Management</i>, Vikas Publishing House Ltd. ii. Khan M.Y., <i>Financial Services</i>, Mc Graw Hill Education. iii. Dr.S.Gurusamy, <i>Financial Services</i>, Vijay Nicole Imprints. iv. <i>Financial Market and Services</i>, E, Gordon and K. Natrajan, Himalaya Publishing House</p>		

Course Code	Project Management	Credits	Lectures /Week
KUBMS24612	Sem – VI Finance	3	4
<p>Course Outcomes: After successful completion of this course, students would be able to-</p> <ul style="list-style-type: none"> Identify the basic terminologies and recall the fundamental concepts of finance related to various aspects project management. Review the theories and paraphrase principles underlying project management. Demonstrate the application of financial concepts and techniques, to solve practical problems related project management. Critically analyze financial scenarios using financial management tools, theories, and techniques to evaluate implications on firm value, guiding informed decisions. 			
Unit	Topics	No of Lectures	
I	Introduction to Project Management & Project Initiation	15	
	<ul style="list-style-type: none"> Introduction to Project Management: <ul style="list-style-type: none"> Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management Organizational Structure (Project Organization): <ul style="list-style-type: none"> 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. Project Initiation: <ul style="list-style-type: none"> Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling 		
II	Analyzing Project Feasibility	15	
	<ul style="list-style-type: none"> Project Feasibility Analysis: <ul style="list-style-type: none"> Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) Market Analysis: <ul style="list-style-type: none"> Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis 		

	<ul style="list-style-type: none"> • Technical Analysis: <ul style="list-style-type: none"> ○ Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management • Operational Analysis: <ul style="list-style-type: none"> ○ Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations 	
III	Budgeting, Cost & Risk Estimation in Project Management	15
	<ul style="list-style-type: none"> • Funds Estimation in Project: <ul style="list-style-type: none"> ○ Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance • Risk Management in Projects: <ul style="list-style-type: none"> ○ What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) • Cost Benefit Analysis in Projects <ul style="list-style-type: none"> ○ Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions 	
IV	New Dimensions in Project Management	15
	<ul style="list-style-type: none"> • Modern Development in Project Management: <ul style="list-style-type: none"> ○ Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning • Project Monitoring & Controlling: <ul style="list-style-type: none"> ○ Introduction to Project Monitoring & Controlling, The Planning – Monitoring- Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle • Project Termination & Solving Project Management Problems: <ul style="list-style-type: none"> ○ Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects 	
<p>Reference books:</p> <ol style="list-style-type: none"> i. Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling & Controlling</i> ii. Jack.R.Meredith & Samuel.J.Mantel, Jr., <i>Project Management – A Managerial Approach</i> iii. Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation & Control.</i> 		

Course Code	Indirect Taxes	Credits	Lectures /Week
KUBMS24613	Sem – VI Finance	3	4
Course Outcomes:			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> • Define and identify the basics of GST and the taxable events of supply. • Understand and describe the various concepts related to GST. • Apply the theoretical knowledge of GST to practical scenarios by solving numerical. 			
Unit	Topics	No of Lectures	
I	Introduction to Indirect Taxation and GST	15	
	<ul style="list-style-type: none"> • 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) • 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. • 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) • 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 GrantExemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services. 		
II	Concept of Supply	15	
	<ul style="list-style-type: none"> • 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 CGSTAct) • 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. • 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 onApproval (Sec 31(7) of CGST Act) • 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), InputSec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act) 		
III	Registration and Computation of GST	15	

	<ul style="list-style-type: none"> • 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) • Computation of GST – Computation of GST under Inter State and Intra State Supplies. • 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) 	
IV	Filing of Returns	15
	<ul style="list-style-type: none"> • Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes (Sec 34 of the Act), Electronic Way Bill • Returns – Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act) Columnar format for investment account. 	
<p>Reference books:</p> <ol style="list-style-type: none"> <i>GST Bare Act 2017.</i> <i>GST Law & Practice - V.S Datey (6th Edition), Taxmann.</i> <i>GST Laws – National Academy of Customs, Indirect Tax.</i> <i>The Institute of Chartered Accountant of India – GST Study Material - https://www.icai.org/post.html?post_id=19155</i> <i>Indirect Taxes by V.S. Balchandra, Sultan Chand and Sons, New Delhi.</i> 		

AC _____ ITEM NO: _____

Deccan Education Society's

Kirti M. Doongursee College of Arts,
Science and Commerce (AUTONOMOUS)



Affiliated to

UNIVERSITY OF MUMBAI

Bachelor of Management Studies Programme

Guidelines for Project Work

at

Third Year

Semester VI

Choice Based Credit System (CBCS)

with effect from

Academic Year 2024-2025

Introduction

Inclusion of project work in the course curriculum of the Bachelor of Management Studies programme is one of the ambitious aspects in the programme structure. The main objective of inclusion of project work is to inculcate the element of research 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

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

Format:

1st page (Main Page)

Title of the problem of the Project

**A Project Submitted to
University of Mumbai for partial completion of the
degree of Bachelor of Management Studies
Under the Faculty of Commerce**

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main page)

On separate page

Index

Chapter No. 1	Title of the Chapter	Page No.
(sub point 1.1, 1.1.1,..... And so on)		

Chapter No. 2	Title of the Chapter
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Chapter No. 3	Title of the Chapter
---------------	----------------------

Chapter No. 4	Title of the Chapter
---------------	----------------------

Chapter No. 5	Title of the Chapter
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List of tables, if any, with page numbers. List of Graphs, if any, with page numbers. List of Appendix, if any, with page numbers. Abbreviations used:

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: Research Methodology**

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

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

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

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

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, 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**

On separate page

Acknowledgment

(Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the **University of Mumbai** for giving me chance to do this project.

I would like to thank my **Principal**, _____ for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator** _____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide _____ whose guidance and care made the project successful.

I would like to thank my **College Library**, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially my **Parents and Peers** who supported me throughout my project.

Guidelines for Internship based project work

- Minimum 20 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
- The theme of the internship should be based on any study area of the elective courses
- Experience Certificate is Mandatory
- A project report has to be brief in content and must include the following aspects:
 - **Executive Summary:**
A bird's eye view of your entire presentation has to be precisely offered under this category.
 - **Introduction on the Company:**
A Concise representation of company/ organization defining its scope, products/services and its SWOT analysis.
 - **Statement and Objectives:**
The mission and vision of the organization need to be stated enshrining its broad strategies.
 - **Your Role in the Organisation during the internship:**
The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.
 - **Challenges:**
The challenges confronted while churning out theoretical knowledge into practical world.
 - **Conclusion:**
A brief overview of your experience and suggestions to bridge the gap between theory and practice.
- The project report based on internship 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 of minimum 50 pages

Evaluation pattern of the project work

The Project Report shall be evaluated in two stages viz.	
• Evaluation of Project Report (Bound Copy)	60 Marks
▪ Introduction and other areas covered	20 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	30 Marks
▪ Conclusion & Recommendations	10 Marks
• Conduct of Viva-voce	40 Marks
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks
▪ Overall Impression (including Communication Skill)	10 Marks

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***

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.

Evaluation Scheme for Third Year (UG) under AUTONOMY

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 40% marks and the second component will be the Semester-wise End Examination component carrying 60% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:

A. Internal Assessment: 40% (40 marks)

Sr. No.	Particular	Marks
1	Continuous Internal Assessment 1 (CIA-1)	20 Marks
	<ul style="list-style-type: none">• Assignment• Tutorial• Case Study• Project• Presentations• Group Discussion• Industrial Visit• Social Activity etc	
	<i>Subject faculty at their discretion can select any one of the above or identify their own innovative methods of assessment.</i>	
2	Continuous Internal Assessment 2 (CIA-2)	20 Marks
	MCQ test <ul style="list-style-type: none">• 8 MCQs of bloom's level 1 to check recall (Easy)• 8 MCQs of bloom's level 2,3 to check understanding of concepts (Moderate)• 4 MCQs of bloom's level 4,5 to check application capability (Difficult)	

B. External Examination for Theory Courses: 60 % (60 Marks)

- i. Duration: The examination shall be of 2 Hours duration
- ii. Theory question paper pattern

All questions are compulsory.

Question	Based on	Options	Marks
Q.1	Unit I	<i>Any n out of m</i>	15
Q.2	Unit II	<i>Any n out of m</i>	15
Q.3	Unit III	<i>Any n out of m</i>	15
Q.4	Unit IV	<i>Any n out of m</i>	15
<i>Total</i>			60 Marks

Note: At least one of the above questions should be as per blooms taxonomy level 3, 4 or 5

Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 24 Out of 60) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together. A resolution for minimum 10 % grace marks may be passed by the teaching staff every year for internal and external evaluation separately.