

The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)



Revised Syllabus and
Question Paper Pattern of Courses of
BACHELOR OF MANAGEMENT STUDIES
(B.M.S.) PROGRAMME
THIRD YEAR
SEMESTER V AND VI

Under Choice Based Credit System, Grading and
Semester System

(To be implemented from
Academic Year 2020-2021)

Board of Studies

**The Kelkar Education Trust's
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B.M.S. SEMESTER V		
Course Code	Full Name of Course (with Paper Name)	Credit Point
	Core Course (CC)	
MSLSC501	Logistics & Supply Chain Management	4
	Ability Enhancement Course (AEC)	
MSCCP502	Corporate Communication & Public Relations	4
	Elected Courses (EC) (Any 1 Group of following)	
	<u>Group A: Marketing Elected</u>	
MSSMK503	Services Marketing	3
MSEDM504	E-Commerce & Digital Marketing	3
MSSDM505	Sales & Distribution Management	3
MSCRM506	Customer Relationship Management	3
	<u>Group B: Human Resource Elected</u>	
MSFHR507	Finance for HR Professionals & Compensation Management	3
MSSHR508	Strategic Human Resource Management & HR Policies	3
MSPMC509	Performance Management & Career Planning	3
MSIR510	Industrial Relations	3
	<u>Group C: Finance Elected</u>	
MSIAP511	Investment Analysis & Portfolio Management	3
MSFA512	Financial Accounting	3
MSRM513	Risk Management	3
MSTAX514	Direct Taxes	3



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Syllabus for TY (B.M.S)

(June 2020 Onwards)

Program: B.M.S.

Semester V

Course: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	Course Title	Credit
MSLSC501	Logistics and Supply Chain Management	04



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSLSC501
		Semester V
iii) Course Title	:	Logistics & Supply Chain Management
iv) Semester wise Course Contents	:	Copy of the syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	04
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	Nil
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Logistics and Supply Chain Management

Course Code :MSLSC501

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	4	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of transportation modes and material handling

Course Objectives:

- 1 To provide students with basic understanding of concepts of logistics and supply chain management
- 2 To introduce students to the key activities performed by the logistics function
- 3 To provide an insight in to the nature of performance management in supply chain, its functions and supply chain systems
- 4 To understand global trends in logistics and supply chain management



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>OVERVIEW OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Introduction to Logistics Management Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process 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 • Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration • Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers • Demand Forecasting Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average) 	15
II	<p>ELEMENTS OF LOGISTICS MIX</p> <ul style="list-style-type: none"> • Transportation Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation-Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation • Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing • Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments • Packaging Introduction, Objectives of Packaging, Functions / Benefits of Packaging, Design, Considerations in Packaging, Types of Packaging Material, Packaging Costs 	15



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III	<p>INVENTORY MANAGEMENT, LOGISTICS COSTING, PERFORMANCE MANAGEMENT AND LOGISTICAL NETWORK ANALYSIS</p> <ul style="list-style-type: none"> • Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels) • Logistics Costing Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing • 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 	15
IV	<p>RECENT TRENDS IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure • Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots / Container Freight Stations, Maritime Logistics, Double Stack Containers / Unit Trains • Logistics Outsourcing Meaning, Objectives, Benefits / Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition • Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management 	15
Total No. of Lectures		60

Beyond the Syllabus

Group discussions, Videos, Case studies



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A) Sub Questions to be asked 8 and to be answered any 06 B) Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A) Theory questions (6 Marks) B) Theory questions (6 Marks) OR C) Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:

CO1	The student will get a clarity on the concepts of Logistics and Supply Chain Mangement
CO2	Student will be acquainted with various elements of logistics mix like transportation, warehousing, material handling and packaging.
CO3	Student will be familiarized with various inventory management techniques, various costing methods, and performance management management chain management.
CO4	The student will be acquainted with recent trends in logistics and supply chain management.

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics • Donald Waters, An Introduction to Supply Chain • Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services • Vinod Sople, Logistic Management - The Supply Chain Imperative • Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process • Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain • Donald J. Bowersox & David J Closs, Logistical - Management The Integrated Supply Chain Process, McGraw Hill Education • Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management-Pearson • Donald J Bowersox, David J Closs& M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies
<u>E-Resources</u>	
Webliography:	



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Syllabus Prepared by:

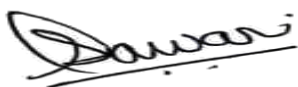
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee,
Visiting Faculty



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNTD University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



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Syllabus for TY (B.M.S)

(June 2020 Onwards)

Program: B.M.S.

Semester V

**Course: CORPORATE COMMUNICATION AND
PUBLIC RELATIONS**

Course Code	Course Title	Credit
MSCCP502	Corporate Communication and Public Relations	04



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSCCP502
		Semester V
iii) Course Title	:	Corporate Communication and Public Relations
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	04
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Corporate Communication and
Public Relations

Course Code: MSCCP502

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	4	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about PR.

: Basic understanding of management.

Course Objectives:

- 1 To provide the students with basic understanding of the concepts of corporate communication and public relations
- 2 To introduce the various elements of corporate communication and consider their roles in managing organizations
- 3 To examine how various elements of corporate communication must be coordinated to communicate effectively



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>FOUNDATION OF CORPORATE COMMUNICATION</p> <ul style="list-style-type: none"> • Corporate Communication : Scope and Relevance Introduction, Meaning, Scope, Corporate Communication in India, Need / Relevance of Corporate Communication in Contemporary Scenario • Keys concept in Corporate Communication Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation • 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 	15
II	<p>UNDERSTANDING PUBLIC RELATIONS</p> <ul style="list-style-type: none"> • Fundamental of Public Relations: Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business • Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations • Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues • Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory 	15
III	<p>FUNCTIONS OF CORPORATE COMMUNICATION AND PUBLIC RELATIONS</p> <ul style="list-style-type: none"> • Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations • Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications • Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building 	15



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	<ul style="list-style-type: none"> • Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising 	
IV	<p style="text-align: center;">EMERGING TECHNOLOGY IN CORPORATE COMMUNICATION AND PUBLIC RELATIONS</p> <ul style="list-style-type: none"> • Contribution of Technology to Corporate Communication Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication(RSS) • Information Technology in Corporate Communication Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation • Corporate Blogging Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog 	15
Total No. of Lectures		60

Beyond the Syllabus

Presentations, Group Discussions



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions C) Sub Questions to be asked 8 and to be answered any 06 D) Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	D) Theory questions (6 Marks) E) Theory questions (6 Marks) OR F) Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know about the basic elements of Public Relations
CO2	Gain Knowledge of functions of PR
CO3	Understand Recent trends in PR
CO4	Understand Laws in Corporate Communication

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Richard R. Dolphin, The Fundamentals of Corporate Communication • Joep Cornelissen, Corporate Communications: Theory and Practice • JamesL.Horton, Integrating Corporate Communication :The Cost Effective Use of Message & Medium • Sandra Oliver, Handbook of Corporate Communication & Public Relations Across – 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
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

1. Mr. Aditya Davane : Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai

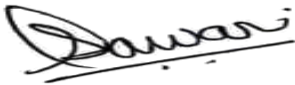
4. Dr. Dinesh Kumar Nair : Member of Syllabus Committee
Associate Professor,
Dept. of English,
V G Vaze College, Mulund (East), Mumbai



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The Final Syllabus which has been approved by the following BOS Members

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Mr. S. Krishnan	: Member – Faculty
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**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester V

Course: SERVICE MARKETING

Course Code	Course Title	Credit
MSSMK503	Service Marketing	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSSMK503
		Semester V
iii) Course Title	:	Service Marketing
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Service Marketing

Course Code:MSSMK503

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Marketing.

: Basic interest in Service Industry.

Course Objectives:

- 1 To understand distinctive features of services and key elements in services marketing
- 2 To provide insight into ways to improve service quality and productivity
- 3 To understand marketing of different services in Indian context



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INTRODUCTION OF SERVICES MARKETING <ul style="list-style-type: none"> • Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing 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 on Consumer Loyalty • Type of Contact: High Contact Services and Low Contact Services Sensitivity to Customers' Reluctance to Change 	15
II	KEY ELEMENTS OF SERVICES MARKETING MIX <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 	15
III	MANAGING QUALITY ASPECTS OF SERVICES MARKETING <ul style="list-style-type: none"> • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, • Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment 	15
IV	MARKETING OF SERVICES <ul style="list-style-type: none"> • International and Global Strategies in Services Marketing: Services in the Global Economy- 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 Practices in Service Sector 	15
Total No. of Lectures		60



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Beyond the Syllabus

Presentation, Group Discussions, Case study

Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
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Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will :
CO1	Get Introduced to Service Marketing.
CO2	Get introduced to various Service Marketing tool.
CO3	Know how to maintain quality in Service Marketing.
CO4	Know the Ethics and recent trends in Service Marketing.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6thEdition • Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7thEdition • Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill,2011 • Harsh V.Verma, Services Marketing Text &Cases, Pearson Education, 2ndEdition • K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition,2011 • C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai,2008 • Govind Apte, Services Marketing, Oxford Press,2004
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

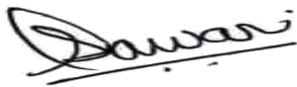
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
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3. Ms. Shilpa Kulkarni: Member, Syllabus Committee
Visiting Faculty.



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
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Dr. Arpita Srivastav	: Subject Expert from NMIMS University
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S**

(June 2020 Onwards)

Program: B.M.S

Semester V

**Course: E-COMMERCE AND
DIGITAL MARKETING**

Course Code	Course Title	Credit
MSEDM504	E-Commerce and Digital Marketing	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSEDM504 Semester V
iii) Course Title	:	E-Commerce and Digital Marketing
iv) Semester wise Course Contents	:	Copy of syllabus enclosed.
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	Nil
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : E-Commerce and Digital Marketing

Course Code :MSEDM504

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites Basics of Marketing, e-commerce

Course Objectives:

- 1 To understand increasing significance of E-Commerce and its applications in Business and Various Sectors
- 2 To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business
- 3 To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO E-COMMERCE</p> <ul style="list-style-type: none"> • Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce-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 	15
II	<p>E-BUSINESS & APPLICATIONS</p> <ul style="list-style-type: none"> • E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. • Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. • Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building website 	15
III	<p>PAYMENT, SECURITY, PRIVACY & LEGAL ISSUES IN E-COMMERCE</p> <ul style="list-style-type: none"> • Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, and and Electronic Fund Transfer. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. • Types of Transaction Security, E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000 	15



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IV	DIGITAL MARKETING <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	15
Total No. of Lectures		60

Beyond the Syllabus

Group discussions, Skits, Videos, Case studies

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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
CO1	The student will be able to understand the concept of E-Commerce
CO2	The student will be acquainted with various e-applications in business
CO3	The student will have a thorough knowledge of various payment systems, Issues related to privacy and security in business and legal issues in e-commerce
CO4	The student will be acquainted with the concept of Digital Marketing techniques.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book houseP.ltd • Bajaj Kamlesh K,E-Commerce- The cutting edge of Business • Whiteley David, E-Commerce Technologies andAppllications-2013 • E-Business & E-Commerce Management 3rd Ed, Pearson Education • Kalokota & Robinson, E-Business 2.0 Road map for Success, Pearson Education • Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education • Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education • R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education • Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn.2010.
<u>E-Resources</u>	
Webliography:	



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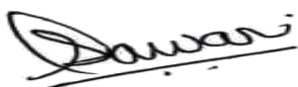
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**Ms. Seema Pawar
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Date – 19th Aug. 2020



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Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester V

Course: SALES & DISTRIBUTION MANAGEMENT

Course Code	Course Title	Credit
MSSDM505	Sales & Distribution Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSSDM505 Semester V
iii) Course Title	:	Sales & Distribution Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Sales and Distribution Management

Course Code : MSSDM505

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100

Max. Time, End Semester Exam (Theory) -2Hrs.

Prerequisites : Basic Knowledge of marketing

Course Objectives:

- 1 To develop understanding of the sales & distribution processes in Organizations
- 2 To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel Management
- 3 To equip the students with knowledge of managing the sales and distribution team.
- 4 To impart ethically to manage the sales and distribution team.



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<u>Units</u>	<u>Modules</u>	<u>Lectures</u>
I	<p>INTRODUCTION</p> <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. • Integration of Marketing, Sales and Distribution 	15
II	<p>MARKET ANALYSIS AND SELLING</p> <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 – Soft sell Vs. Hard sell Strategy, Client Centred Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy • Difference between Consumer Selling and Organizational Selling Difference between National Selling and International Selling. 	15



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III	<p>DISTRIBUTION CHANNEL MANAGEMENT</p> <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 – Location 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 	15
IV	<p>PERFORMANCE EVALUATION, ETHICS AND TRENDS</p> <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> <p>d) New Trends in Sales and Distribution Management</p>	15
Total		60

Beyond the Syllabus

Group Discussions & Case studies.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
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Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:

	After the completion of the course, students will able to
CO1	Understand Sales and distribution channels better
CO2	Study the market. Analyse its buying and selling.
CO3	Know how to identify International and national selling and distribution
CO4	Learn to manage distribution channels
CO5	Evaluate sales performances and ethical trends of market

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Nag, Sales And Distribution Management, Mcgraw Hill, 2013Edition • Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5thEdition • Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition,2011 • Dr.Matin Khan, Sakes And Distribution Management, Excel Books, 1stEdition • Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition
<u>E-Resources</u> Webliography:	



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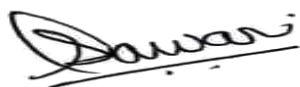
Syllabus Prepared by:

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Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester V

Course: CUSTOMER RELATIONSHIP MANAGEMENT

Course Code	Course Title	Credit
MSCRM506	Customer Relationship Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSCRM506
		Semester V
iii) Course Title	:	Customer Relationship Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course :Customer Relationship Management

Course Code : MSCRM506

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Marketing

: Basic interest in technology.

Course Objectives:

- 1** To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management
- 2** To provide insight into CRM marketing initiatives, customer service and designing CRM strategy
- 3** To understand new trends in CRM, challenges and opportunities for organizations



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO CUSTOMER RELATIONSHIP MANAGEMENT</p> <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 Organisations, 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 	15
II	<p>CRM MARKETING INITIATIVES, CUSTOMER SERVICE AND DATA MANAGEMENT</p> <ul style="list-style-type: none"> • CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing • CRM and Customer Service: Call Centre and Customer Care: Call Routing, Contact Centre Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Work force 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), Click stream Analysis, Personalisation and Collaborative Filtering, Data Reporting 	15
III	<p>CRM STRATEGY, PLANNING, IMPLEMENTATION AND EVALUATION</p> <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 	15



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	<p>Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management</p> <p>CRM Implementation: Steps- Business Planning, Architecture and 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 	
IV	<p>CRM NEW HORIZONS</p> <ul style="list-style-type: none"> • e-CRM: Concept, Different Levels of E- CRM, Privacy inv E-CRM: • Software App for Customer Service: <ul style="list-style-type: none"> ▪ 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 	15
Total No. of Lectures		60

Beyond the Syllabus

Presentations, Group Discussions, Case study.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know about the CRM Function
CO2	Know about the Technology used in maintaining relationship with customers
CO3	Understand Challenges and Opportunities in maintain relationship with customers.
CO4	Know CRM process

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group. • Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill. • Ed Peelen, Customer Relationship Management, Pearson Education • Bhasin Jaspreet Kaur (2012), Customer Relationship Management, DreamtechPress. • Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education. • Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education. • Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGrawHill. • Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer RelationshipManagement, McGraw Hill Education.
<u>E-Resources</u>	
Webliography:	



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Syllabus Prepared by:

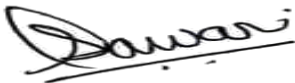
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee
Visiting Faculty



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
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Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
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Mr. Venil Uday Nagda	: Meritorious Alumni
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester V

**Course: FINANCE FOR HR PROFESSIONALS
AND COMPENSATION MANAGEMENT**

Course Code	Course Title	Credit
MSFHR507	Finance for HR Professionals and Compensation Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSFHR507
		Semester V
iii) Course Title	:	Finance for HR Professionals and Compensation management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	12,15,17,16
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks• (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course :Finance for HR Professionals
 and Compensation management

Course Code : MSFHR507

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of compensation management

: Basic knowledge of different financial strategies for HR professional

Course Objectives:

- 1 To orient HR professionals with financial concepts to enable them to make prudent HR decisions
- 2 To understand the various compensation plans
- 3 To study the issues related to compensation management and understand the legal framework of compensation management



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>COMPENSATION PLANS AND HR PROFESSIONALS</p> <ul style="list-style-type: none"> • Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation • Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation • 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security • Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India. 	12
II	<p>INCENTIVES AND WAGES</p> <ul style="list-style-type: none"> • Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System • Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan. • Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory. 	15
III	<p>COMPENSATION TO SPECIAL GROUPS AND RECENT TRENDS</p> <ul style="list-style-type: none"> • Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. • Human Resource Accounting – Meaning, Features, Objectives and Methods • Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach– Features, Advantages and Disadvantages. 	17



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IV	LEGAL AND ETHICAL ISSUES IN COMPENSATION <ul style="list-style-type: none">• Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952.• Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.	16
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review, Case studies, presentations, group discussions, debate.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand the different compensation plans and incentives to implement in the organisation
CO2	Get the knowledge of various Incentives and Wages methods
CO3	Gain knowledge of Compensation for Special Groups and Recent Trends
CO4	Get the awareness of Legal and Ethical issues of Compensation knowledge and how to overcome it.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition • Mick Marchington and Adrian Wilkinson, Human Resource Management at Work – People Management and Development- IIIrd Edition, • Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers • Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education • Ashwathappa, Human Resource Management • Luis. R. Gomez, David. B. Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition, (Eastern Economy Edition) • Milkovich, George T, Newman J.M, Compensation, Tata Mc GrawHill. • Henderson, R.O, Compensation Management, Pearson Edition. • BD Singh, Compensation and Reward Management, Excel Books. • Karen Permant, Joe Knight, Financial Intelligence for HR Professionals • Sharma A.M, Understanding Wage system, Himalaya Publishing House, Mumbai.
<u>E-Resources</u> Webliography:	



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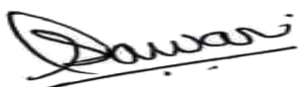
Syllabus Prepared by:

1. Ms. Khursheed Shaikh: Chairperson, Syllabus Committee
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2. Ms. Seema Pawar : Member, Syllabus Committee
Assistant Professor,
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V G Vaze College, Mulund (East), Mumbai
3. MS. Aarti Shah: Member, Syllabus Committee
Assistant Professor,
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V G Vaze College, Mulund (East), Mumbai

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Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: **B.M.S.**

Semester V

**Course: STRATEGIC HUMAN RESOURCE MANAGEMENT
AND HR POLICIES**

Course Code	Course Title	Credit
MSSHR508	Strategic Human Resource Management and HR Policies	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSSHR508
		Semester V
iii) Course Title	:	Strategic Human Resource Management and HR Policies
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course :Strategic Human Resource Management
and HR Policies

Course Code : MSSHR508

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites

1. Basic concepts of Human resource management.
2. Meaning of Strategy and HR policies

SN	Objectives
1	To understand human resource management from a strategic perspective
2	To link the HRM functions to corporate strategies in order to understand HR as a strategic resource
3	To understand the relationship between strategic human resource management and organizational performance
4	To apply the theories and concepts relevant to strategic human resource management in contemporary organizations
5	To understand the purpose and process of developing Human Resource Policies



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>SHRM – AN OVERVIEW</p> <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 	15
II	<p>HR STRATEGIES</p> <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 	15
III	<p>HR POLICIES</p> <p>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 Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Work place Harmony</p>	15
IV	<p>RECENT TRENDS IN SHRM</p> <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, and Benefits of Competencies for Effective Execution of HRM Functions. 	15



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	<ul style="list-style-type: none">• Human Capital Management –Meaning and Role• New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e -Recruitment• StrategicInternationalHumanResourceManagement– MeaningandFeatures,• International SHRM Strategic Issues Approaches to Strategic International HRM.	
Total No. of Lectures		60

Beyond the Syllabus

Paper presentations, discussions, case study.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
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TOTAL MARKS		60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:

After completing the course the student will be able to

CO1 Understand the application of different models of human resource management

CO2 Understand and develop HR strategies for organization.

CO3 Understand, analyse and develop HR policies for organization.

CO4 Understand recent trends of strategic human resource management.

Recommended Resources

**Reference
Books**

In English

- Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
- Armstrong M.-Strategic Human Resource Management_ A Guide to Action(2006)
- Strategic Human Resource Management, Tanuja Agarwal
- Strategic Human Resource Management, Jeffrey A. Mello
- Gary Dessler, Human Resource Management, PHI, New Delhi,2003
- Charles R. Greer, Strategic Human Resource Management, Pearson Education,2003
- Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi,2008

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Syllabus prepared by:

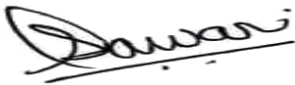
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2. Ms. Seema Pawar : Member, Syllabus Committee
HOD - Dept. of SFC,
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3. Ms. Khursheed Shaikh : Member, Syllabus Committee
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**The Kelkar Education Trust's
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(Autonomous)**

Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester V

**Course: PERFORMANCE MANAGEMENT
AND CAREER PLANNING**

Course Code	Course Title	Credit
MSPMC509	Performance Management and Career Planning	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSPMC509
		Semester V
iii) Course Title	:	Performance Management and Career Planning
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Performance Management and Career Planning Course Code : MSPMC509

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of principles of management.

: Interest in HR functions of organisation.

: Knowledge of performance management and performance appraisal.

Course Objectives:

- 1 To understand the concept of performance management in organizations.
- 2 To review performance appraisal systems.
- 3 To understand the significance of career planning and practices.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>PERFORMANCE MANAGEMENT – AN OVERVIEW</p> <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 	15
II	<p>PERFORMANCE MANAGEMENT PROCESS</p> <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 	15
III	<p>ETHICS, UNDER PERFORMANCE AND KEY ISSUES IN PERFORMANCE MANAGEMENT</p> <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 Culture, Future Implications of Ethics in Performance Management • 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, and Contribution related pay. 	15
IV	<p>CAREER PLANNING AND DEVELOPMENT</p> <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 	15



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	<ul style="list-style-type: none">• 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	
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions, group project, presentation, role-play, case study.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: two Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Learn and understand performance management and its linkage with other functions of Management, use of technology in performance management and best practices of performance management.
CO2	Gain knowledge about Performance management its appraisal, operation and implementation in corporate.
CO3	Know the best ethical E practices of performance and pay criteria.
CO4	Understand career planning, its development and models.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers • Armstrong, Michael, Baron, Performance Management, Jaico Publishers • Robert Bacal, Performance Management, McGraw-Hill Education, 2007 • T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007. • Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. • A.S. Kohli, T.Deb, Performance Management, Oxford University Press. Herman Aguinis, Performance Management, Second edition, Pearson Education.
<u>E-Resources</u>	-
Webliography:	-



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Syllabus Prepared by:

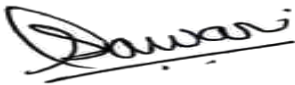
1. Ms. Seema Pawar: Chairperson, Syllabus Committee,
HOD - Dept. of SFC
Assistant Professor,
V G Vaze College, Mulund (East), Mumbai
2. Ms. Khursheed Shaikh: Member, Syllabus Committee,
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
3. Ms. Aarti Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai



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(Autonomous)**


The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester: V

Course: INDUSTRIAL RELATIONS

Course Code	Course Title	Credit
MSIR510	Industrial Relations	03



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1. Syllabus as per **Choice Based Credit System**

- I) Name of the Programme: : BMS
- II) Course Code: : MSIR510
Semester V
- iii) Course Title: : Industrial Relations
- iv) Semester wise Course Contents: : Copy of the syllabus enclosed
- v) References and additional references : Enclosed in the syllabus
- vi) Credit Structure: :
- No. of Credits per Semester: : 03
- vii) No. of lectures per Unit: : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : -

- Semester End Exam: 60 Marks
- (5 questions of 12 Marks)
- Internal Assessment 40 marks:

2. Scheme of Examination :
- Test 15 marks
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks

3. Special Notes, if any : No

4. Eligibility, if any : As laid down in the College
Admission brochure / website

5. Fee structure : As per College Fee Structure
specifications

6. Special Ordinances / Resolutions, if any : No



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Programme TY B.M.S.

Semester V

Course: Industrial Relations

Course Code: MSIR510

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : 1. Basic understanding of the I.R concepts

2. To give an insight on various Acts pertaining to I.R

Course Objectives:

- 1** To understand the importance of human resources in different industries and modern concepts related to HRM.
- 2** To introduce the concept, evolution and application of Industrial Relations in workplace settings
- 3** To introduce and understand the implication of various Acts covered in the syllabus
- 4** To give an understanding on the concept of Industrial Disputes and provision of machinery to resolve the disputes
- 5** To give an insight on the evolution of different Trade Unions, their functioning and impact on Industrial Relations
- 6** To understand the grievance handling mechanism



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INDUSTRIAL RELATIONS- AN OVERVIEW 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	15
II	INDUSTRIAL DISPUTES <ul style="list-style-type: none"> • Industrial Disputes: 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 • Employee Discipline: Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. • Grievance Handling: Meaning of Grievances Causes of Grievances, Guidelines for Grievance Handling, and Grievance Redressal Procedure in India. • Workers' Participation in Management: Meaning and Types with Respect to India 	15
III	TRADE UNIONS AND COLLECTIVE BARGAINING <ul style="list-style-type: none"> • Trade Unions: Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across 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. • Collective Bargaining: 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. 	15
IV	INDUSTRIAL RELATIONS RELATED LAWS IN INDIA <ul style="list-style-type: none"> • Role of Judiciary in Industrial Relations: Labour Court, 	15



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	Industrial Tribunal, National Tribunal <ul style="list-style-type: none">• 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	
Total No. of Lectures		60

Beyond the Syllabus

Presentations, Case study approach, Role Plays, Group Discussions, Extempore

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Internal Assessment		
Sr. No	Description	Marks
1	Class Test	
	Q.1 Objectives (1 mark each) (Fill in the blanks/ True or False/ Match the following) Q.2 Answer any Two out of Three (5 marks each) (Unit based theory questions)	15
2	Project / Assignment	15
3	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation	10
	Total Marks	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 10 and to be answered any 08 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
After completing the course the student will be able to :	
C01	Have a complete overview of Industrial Relations concepts
C02	Understand terms viz, Industrial Disputes, Employee Discipline, Grievance Handling and Worker's Participation in Management
C03	Gain knowledge of Trade Unions and Collective Bargaining
Have a fair perspective on Industrial Relations Related Laws in India e.g. :	
C04	Trade Unions Act, The Factories' Act

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • 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 framework • 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 editions,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, InduBala and Shekhar, Seema Priyadarshini Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
<u>E-Resources</u> Webliography:	



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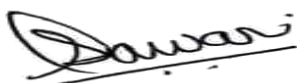
Syllabus Prepared by:	
1.	Ms. Roopali Kotekar: Chairperson, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai
2.	Ms. Seema Pawar: Member, Syllabus Committee HOD - Dept. of SFC, Assistant Professor, V G Vaze College, Mulund (East), Mumbai
3.	M s. Arati. Shah: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai
4.	Ms. Khursheed Shaikh, Member, Syllabus Committee Assistant Professor, Dept. of SFC V G Vaze College, Mulund (East), Mumbai



**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
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Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester V

**Course: INVESTMENT ANALYSIS AND
PORTFOLIOMANAGEMENT**

Course Code	Course Title	Credit
MSIAP511	Investment Analysis and Portfolio Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	B.M.S
ii) Course Code	MSIAP511
	Semester V
iii) Course Title	Investment Analysis and Portfolio Management
iv) Semester wise Course Contents	Copy of the syllabus Enclosed
v) References and additional references	Enclosed in the Syllabus
vi) Credit structure	
No. of Credits per Semester	04
vii) No. of lectures per Unit	15
viii) No. of lectures per week	04
ix) No. of Tutorial per week	---
2 Scheme of Examination	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
3 Special notes, if any	No
4 Eligibility, if any	As laid down in the College Admission brochure/website
5 Fee Structure	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	No



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Programme: TY B.M.S.

Semester: V

**Course : Investment Analysis and
Portfolio Management**

Course Code : MSIAP511

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about investment

: Basic interest in current investment at global level.

Course Objectives:

- 1** To acquaint the learners with various concepts of finance.
- 2** To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world
- 3** To understand various models and techniques of security and portfolio Analysis



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO INVESTMENT ENVIRONMENT</p> <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, Mid cap and Penny stocks 	15
II	<p>RISK - RETURN RELATIONSHIP</p> <p>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.</p>	15
III	<p>PORTFOLIO MANAGEMENT AND SECURITY ANALYSIS</p> <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, Candle stick Chart, Mathematical Indicators : Moving Averages, Oscillators. 	15
IV	<p>THEORIES, CAPITAL ASSET PRICING MODEL AND PORTFOLIO PERFORMANCE MEASUREMENT</p> <ul style="list-style-type: none"> • Theories: Dow Jones Theory, Elliot Wave Theory, Efficient Market Theory • Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line • Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems) • Bond Valuation • Debenture Valuation 	15
Total No. of Lectures		60



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Beyond the Syllabus

Group Discussions & Book Review.

Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical/Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
CO1	The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management.
CO2	The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.
CO3	The course will help the participants in developing skills required to conduct assessment of current issues covered by media and specialized journals.
CO4	Able to analyze changing trends of investment at global level.

Recommended Resources

Reference Books -	<ul style="list-style-type: none">• Kevin. S, Security Analysis and Portfolio Management• Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management• Prasanna Chandra, Security Analysis & Portfolio Management• Sudhindhra Bhatt, Security Analysis and Portfolio Management.
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E-Resources

Webliography:



The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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Syllabus Prepared by:

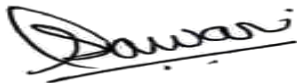
1. Mr. Krishnan S., Chairperson, Syllabus Committee
Visiting faculty,
2. Ms. Laveleen Kaur Narang, Syllabus Committee,
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai



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Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
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Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



**The Kelkar Education Trust's
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(Autonomous)**



**The Kelkar Education Trust's
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(Autonomous)**

Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: BMS

Semester V

Course: FINANCIAL ACCOUNTING

Course Code	Course Title	Credit
MSFA512	Financial Accounting	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	BMS
ii) Course Code	:	MSFA512
		Semester V
iii) Course Title	:	Financial Accounting
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	05,15,15,15,10
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Financial Accounting

Course Code : MSFA512

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Knowledge about Financial Accounting.
: Basic interest in Accounting

Course Objectives:

- 1 To acquaint the learners in preparation of final accounts of companies
- 2 To study provisions relating to underwriting of shares and debentures
- 3 To study accounting of foreign currency and investment
- 4 To understand the need of ethical behaviour in accountancy



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	PREPARATION OF FINAL ACCOUNTS OF COMPANIES <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 flow statement) • AS 1 in relation to final accounts of companies (disclosure of accounting policies) 	05
II	UNDERWRITING OF SHARES & DEBENTURES <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 underwriters in respect of underwriting contract- Practical problems 	15
III	ACCOUNTING OF TRANSACTIONS OF FOREIGN CURRENCY <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. 	15
IV	INVESTMENT ACCOUNTING (W.R.T. AS- 13) <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). 	15
V	ETHICAL BEHAVIOUR AND IMPLICATIONS FOR ACCOUNTANTS <ul style="list-style-type: none"> • Introduction, Meaning of ethical behavior • Financial Reports – link between law, corporate governance, corporate social responsibility and ethics. • Need of ethical behavior in accounting profession. • Implications of ethical values for the principles versus rule based approaches to accounting standards • The principal based approach and ethics • The accounting standard setting process and ethics The IFAC Code of Ethics for Professional Accountants Contents of 	10



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	Research Report in Ethical Practices Implications of unethical behavior for financial reports Company Codes of Ethics <ul style="list-style-type: none">• The increasing role of Whistle – Blowing	
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Make Final Accounts of the company
CO2	Understands underwriting of shares & debentures
CO3	Pass entries for export and import transactions
CO4	Pass entries & make ledger of Investment in shares & debentures
CO5	Learn about financial report & accounting standard ethics.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> 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
<u>E-Resources</u> Webliography:	



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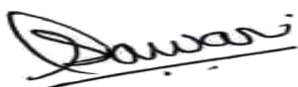
Syllabus Prepared by:	
1.	Mr. Rajesh Mane: Chairperson, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai
2.	Ms. Laveleen Kaur Narang: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai
3.	Ms. Niti Shirke: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai
4.	Mr. Ambadas S. Shinge: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
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**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
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Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: BMS

Semester V

Course: RISK MANAGEMENT

Course Code	Course Title	Credit
MSRM513	Risk Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	BMS
ii) Course Code	:	MSRM513
		Semester V
iii) Course Title	:	Risk Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: V

Course : Risk Management

Course Code : MSRM513

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : 1) Knowledge about market investments & related risks.

Course Objectives:

- 1 To familiarize the student with the fundamental aspects of risk management and control.
- 2 To give a comprehensive overview of risk governance and assurance with special reference to insurance sector.
- 3 To introduce the basic concepts, functions, process, techniques of risk management.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INTRODUCTION, RISK MEASUREMENT AND CONTROL <ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks – Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures – Simulation Method, • Duration Analysis, Linear and other Statistical Techniques for Internal Control 	15
II	RISK AVOIDANCE AND ERM <ul style="list-style-type: none"> • Risk Hedging Instruments and Mechanism: Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation • Enterprise Risk Management: Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register 	15
III	RISK GOVERNANCE AND ASSURANCE <ul style="list-style-type: none"> • Risk Governance: Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance • Risk Assurance: Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk • Risk and Stakeholders Expectations: Identifying the Range of Stakeholders and Responding to Stakeholders Expectations • Role of Audit Committee in Risk Assessment 	15
IV	RISK MANAGEMENT IN INSURANCE	15



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<ul style="list-style-type: none">• Global Perspective, Regulatory Frame working India, IRDA-Reforms, Powers, Functions and Duties. Role and Importance of Actuary• Players of Insurance Business: Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification• Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium,• Risk Management in Banking Sector	60
Total No. of Lectures	60

Beyond the Syllabus

Group Discussions & Book Review.

The Kelkar Education Trust's
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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



The Kelkar Education Trust's
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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	Learner will be able to
CO1	Learn all concepts in risk management
CO2	Understand risk measurement & control
CO3	Know about risk assurance & risk governance
CO4	Know about risk management in insurance industries, their claim management & risk management in banking sector

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> Thomas S. Coleman, Quantitative Risk Management : A Practical Guide to Financial Risk Steve Peterson, Investment Theory and Risk Management Risk Management , M/s Macmillan India Limited Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd. Sim Segal, Corporate Value of ERM Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

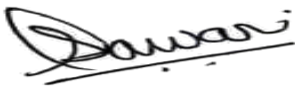
1. Mr. Rajesh Mane, Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. CA Deepak Ukidave, Member, Syllabus Committee
Visiting Faculty.



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester V

Course: DIRECT TAX

Course Code	Course Title	Credit
MSTAX514	Direct Tax	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSTAX514 Semester V
iii) Course Title	:	Direct Tax
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	10,15,15,10,10
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any	:	No

Special Ordinances / Resolutions, if



The Kelkar Education Trust's
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Programme :TY B.M.S

Semester : V

Course :Direct Tax

Course Code
:MSTAX514

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites 1 Application of concepts to day to day life

2 Practical subject and continuity of syllabus from unit 1 to unit 5

3 Updating as per Finance Act and Budget.

Course objectives:

- | | |
|---|---|
| 1 | Understand the provisions of determining residential status of individual |
| 2 | To study various heads of income |
| 3 | To study deductions from total income |
| 4 | To compute taxable income of individuals |



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	DEFINITIONS AND RESIDENTIAL STATUS <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) 	10
II	HEADS OF INCOME – I <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) 	15
III	HEADS OF INCOME – II <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) 	15
IV	DEDUCTIONS UNDER CHAPTER VI A <ul style="list-style-type: none"> • Deductions from Total Income • S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA 	10
V	COMPUTATION OF TAXABLE INCOME OF INDIVIDUALS. Computation of Total Income and Taxable Income of Individuals	10
Total No. of Lectures		60

- **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.



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Beyond the Syllabus

Practical examples of their own family members and relatives computation of Income.

Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
CO1	After the completion of the course, students will able to
CO2	Understand basic terms of tax like Previous year, Assessment year, Person etc
CO3	Have Knowledge of classification of income as per various heads.
CO4	Calculate taxable income under five different heads along with exemptions and deductions.
CO5	Understand Tax planning with proper investments as per the act. i.e. Deductions chapter VI.
CO6	Finally able to derive taxable income of Individuals.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> Direct Taxes Law & Practice by V.K. Singhania - Taxman Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House Income Tax Ready Reckoner by Dr .V.K. Singhania – Taxman Direct Tax Laws by T.N. Manoharan - Snow-white
<u>E-Resources</u> Webliography:	<ul style="list-style-type: none"> www.incometaxindia.gov.in https://dor.gov.in:direct tax www.cleartax.in https://en.m.wikipedia.org



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Syllabus Prepared by:

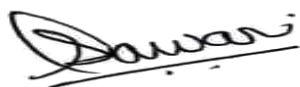
1. Ms. Anita Yakkali, Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai
2. CA Sanjeev Gokhale, Member, Syllabus Committee
Practicing Chartered Accountant,
Visiting Faculty.



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Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



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B.M.S. SEMESTER VI		
Course Code	Full Name of Course (with Paper Name)	Credit Point
	Core Course (CC)	
MSOR601	Operation Research	4
	Ability Enhancement Course (AEC)	
MSPW602	Project Work	4
	Elected Courses (EC) (Any 1 Group of following)	
	<u>Group A: Marketing Elected</u>	
MSBM603	Brand Management	3
MSRM604	Retail Management	3
MSIMK605	International Marketing	3
MSMPM606	Media Planning & Management	3
	<u>Group B: Human Resource Elected</u>	
MSHGP607	HRM in Global Perspective	3
MSOD608	Organisational Development	3
MSSSM609	HRM in Service Sector Management	3
MSHAA610	Human Resource Accounting & Audit	3
	<u>Group C: Finance Elected</u>	
MSIF611	International Finance	3
MSIFS612	Innovative Financial Services	3
MSSF613	Strategic Financial Management	3
MSTAX614	Indirect Taxes	3



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Syllabus for **TY B.M.S**

(June 2020 Onwards)

Program: B.M.S

Semester VI

Course: OPERATION RESEARCH

Course Code	Course Title	Credit
MSOR601	Operation Research	04



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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S.
- ii) Course Code : MSOR601
Semester VI
- iii) Course Title : Operation Research
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 04
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- 2 Scheme of Examination :
- Semester End Exam:60 marks
(5 Questions of 12 marks each)
 - Internal Assessment 40 marks:
 - Test 15 marks,
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: TY B.M.S.

Semester: VI

Course : Operation Research

Course Code : MSOR601

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	4	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Knowledge of Business Statistics
Knowledge of Business Mathematics

Course Objectives:

1	To help students to understand operations research methodologies
2	To help students to solve various problems practically
3	To make students proficient in case analysis and interpretation



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Units	Module	Lectures
I	<p>INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING</p> <ul style="list-style-type: none"> ● Introduction To Operations Research Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. ● Linear Programming Problems: Introduction and Formulation Introduction to Linear Programming Applications of LP Components of LP Requirements for Formulation of LP Problem Assumptions Underlying Linear Programming Steps in Solving LP Problems LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) ● Linear Programming Problems: Graphical Method Maximization & Minimization Type Problems. (Max. Z & Min. Z) Two Decision Variables and Maximum Three Constraints Problem Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. ● Linear Programming Problems: Simplex Method Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numerical 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. ● Note: Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 	15



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	Sensitivity Analysis including Profit Range and Capacity Range is not included.	
II	<p>ASSIGNMENT AND TRANSPORTATION MODELS</p> <ul style="list-style-type: none"> ● 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: Travelling Salesman Assignment Problem is not included. ● 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) Maximum 5 x 5 Transportation Matrix. Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. ● Note: 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. 	15
III	<p>NETWORK ANALYSIS</p> <ul style="list-style-type: none"> ● Critical Path Method(CPM) Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, Construction of a Network Diagram. Node Relationship and Precedence Relationship. Principles of Constructing Network Diagram. Use of Dummy Activity Numerical Consisting of Maximum Ten (10) Activities. Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. Forward Pass and Backward Pass Methods. Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float ● Project Crashing 	15



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	<p>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: Numerical with Direct, Indirect, Penalty, crash cost and Total Costs. Time – Cost Trade off in Project Crashing. Optimal (Minimum) Project Cost and Optimal Project Completion Time. Process of Project Crashing. Numerical Consisting of Maximum Ten (10) Activities. Numerical based on Maximum Four (04) Iterations of Crashing</p> <ul style="list-style-type: none"> ● Program Evaluation and Review Technique(PERT) Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). Expected Time (te) of an Activity Using Three Time Estimates. Difference between CPM and PERT. Numerical Consisting of Maximum Ten (10) Activities. Construction of PERT Network using The values of all Activities. Mean (Expected) Project Completion Time. Standard Deviation and Variance of Activities. Project Variance and Project Standard Deviation. ‘Prob. Z’ Formula. Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique. Meaning, Objectives, Importance, Scope, RORO/LASH 	
IV	<p>JOB SEQUENCING AND THEORY OF GAMES</p> <ul style="list-style-type: none"> ● Job Sequencing Problem Processing Maximum 9 Jobs through Two Machines only. Processing Maximum 6 Jobs through Three Machines only. Calculations of Idle Time, Elapsed Time etc. ● Theory of Games Introduction Terminology of Game Theory: Players, Strategies, Play, Payoff, Pay off matrix, Maxi min, Maxi max, Saddle Point. Types of Games. Numerical based on: Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method. 	15
Total No. of Lectures		60

Beyond the Syllabus

Tutorial.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions E) Sub Questions to be asked 8 and to be answered any 06 F) Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	G) Theory questions (6 Marks) H) Theory questions (6 Marks) OR I) Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
CO1	The student will understand how to make optimal use of resources and better quality decision making.
CO2	The student will understand the likely impacts that will result from a proposed project, strategy or transport/ environment policy.
CO3	The student will understand how to minimize production delays, interruptions and conflicts.
CO4	The student will understand the systematic competitive approach for deciding best strategy in competitive situations.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India • Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons • Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons • Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company • Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series • Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hillco. • Shreenath L.S, Principles & Application 3rd Ed, PERT & CPM, Affiliated East-West Press Pvt. Ltd. • Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India • Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition • Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education • G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd. • L.C.Jhamb, Quantitative Techniques (For Managerial Decisions VOLI), Everest Publishing House, Pune. • Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd. • Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai
E-Resources	
Webliography:	



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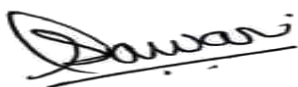
Syllabus Prepared by:
1. Ms. Geeta Gokhale, Chairperson, Syllabus Committee, Visiting Faculty.
2. Mr. Mahmood Khan, Member, Syllabus Committee, Visiting Faculty.
3. Mr. Rajkumar Chaudhari, Member, Syllabus Committee, Visiting Faculty.



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: Semester VI

Course: B.M.S.

Course Code	Course Title	Credit
MSPW602	Project Work	04



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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S.
- ii) Course Code : MSPW602
Semester VI
- iii) Course Title : Project Work
- iv) Semester wise Course Contents : Copy of the project guidelines Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 04
- vii) No. of lectures per Unit : ---
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- 2 Scheme of Examination :
 - External Assessment 60 marks
 - Internal Assessment 40 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	4	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of research related concepts.

: Basic interest in research.

Course Objectives:

- 1** 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
- 2** Create awareness among the learners about the methodology of formulation & preparation of the project work.
- 3** To inform action, to prove a theory, and contribute to developing knowledge in a field or study.



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Guidelines for preparation of Project Work

1. General guidelines for preparation of project work based on

Research Methodology

- ❖ The project topic may be undertaken in any area of Elective Courses.
- ❖ Each of the learner has to undertake a Project individually under the supervision of a teacher-guide.
- ❖ The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- ❖ University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- ❖ The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-forTitle
 - 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 100pages



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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 in
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



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2nd Page

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

On separate page

INDEX

Chapter No. 1 (sub point 1.1, 1.1.1,.....And soon)	Title of the Chapter	Page No.
Chapter No. 2	Title of the Chapter	
Chapter No. 3	Title of the Chapter	
Chapter No. 4	Title of the Chapter	
Chapter No. 5	Title of the Chapter	

- 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:



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**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, the learner can incorporate historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc.

❖ **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 learner will do the analysis pertaining to collected data. The application of selected tools or techniques will be used to arrive at findings. In this, the learner can provide table of information's, presentation of graphs etc. with interpretation.

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

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

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

❖ **Bibliography**

❖ **Appendix**



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On separate page

Name and address of the college

Certificate

This is to certify that Ms. /Mr. _____ has worked and duly completed her/his Project Work for the degree of Bachelor in Management Studies under the Faculty of Commerce in the subject of _____ and her/his project is entitled, “ _____ Title of the Project _____ ” under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her / his own work and facts reported by her/his personal findings and investigations.



Name and Signature of
Guiding Teacher

Date of submission:



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Declaration by learner

I the undersigned Miss./Mr. _____ (*Name of the learner*) here by, declare that the work embodied in this project work titled " _____ (*Title of the Project*) " forms my own contribution to the research work carried out under the guidance of _____ (*Name of the guiding teacher*) is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher



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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 person who directly or indirectly helped me in the completion of the project especially **my Parents and Peers** who supported me throughout my project.



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2. Guidelines for Internship based project work

- ❖ Minimum 20 days/ 100 hours of Internship with an Organization/ NGO/ Charitable Organization/ 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 Organization 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-forTitle
 - 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 50pages



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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.



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand published works, learn to balance collaborative and individual work, determine an area of interest.
CO2	Understand Various Issues and Increase Public Awareness.

Recommended Resources	
Reference Books -	As given by respective guides.
<u>E-Resources</u>	-
Webliography:	-



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Syllabus Prepared by:	
1.	Ms. Seema Pawar: Chairperson, Syllabus Committee, HOD - Dept. of SFC (Banking & Insurance), Assistant Professor, V. G. Vaze College, Mulund (East), Mumbai
2.	Ms. Anita Yakkali, Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Accounting & Finance), V. G. Vaze College),Mulund (East), Mumbai
3.	Ms. Khursheed Shaikh: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (B.M.S.), V. G. Vaze College , Mulund (East), Mumbai
4.	Ms Laveleen Kaur Narang : Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Accounting & Finance) V. G. Vaze College) Mulund (East), Mumbai
5.	Mr. Rajesh Mane: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Accounting & Finance) V. G. Vaze College), Mulund (East), Mumbai
6.	Ms. Amruta Khanolkar: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (B.M.S.), V. G. Vaze College , Mulund (East), Mumbai
7.	Ms. Aarti Shah: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (B.M.S.), V. G. Vaze College , Mulund (East), Mumbai
8.	Ms Annu Singh: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Accounting & Finance), V. G. Vaze College , Mulund (East), Mumbai
9.	Ms. Niti Shirke: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Accounting & Finance) V. G. Vaze College , Mulund (East), Mumbai
10.	Mr. Aditya Davane: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (B.M.S.), V. G. Vaze College , Mulund (East), Mumbai



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11.	Ms. Sunanda Pandita: Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Banking & Insurance), V. G. Vaze College , Mulund (East), Mumbai
12.	Mr. Ambadas Shinge : Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Banking & Insurance), V. G. Vaze College , Mulund (East), Mumbai
13.	Ms. Mayura Ranade, Syllabus Committee, Assistant Professor, Dept. of SFC (Banking & Insurance), V. G. Vaze College, Mulund (East), Mumbai

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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNTD University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
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Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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(Autonomous)**

Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester VI

COURSE: BRAND MANAGEMENT

Course Code	Course Title	Credit
MSBM603	Brand Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSBM603
		Semester VI
iii) Course Title	:	Brand Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TYB.M.S

Semester: VI

Course : Brand Management

Course Code : MSBM603

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Marketing.
: Basic interest in Branding.

Course Objectives:

1. To understand the meaning and significance of Brand Management
2. To Know how to build, sustain and grow brands
3. To know the various sources of brand equity



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO BRAND MANAGEMENT</p> <p>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</p>	15
II	<p>PLANNING AND IMPLEMENTING BRAND MARKETING PROGRAMS</p> <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 • Leveraging Secondary Brand Associations to Build Brand Equity : Companies, • Countries, Channel of Distribution, Co-branding, Characters, Events. 	15
III	<p>MEASURING AND INTERPRETING BRAND PERFORMANCE</p> <p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <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 	15



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	Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology	
IV	<p>GROWING AND SUSTAINING BRAND EQUITY</p> <p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy • Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels • Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing <p>b) Brand Extensions:</p> <ul style="list-style-type: none"> • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands overtime:</p> <ul style="list-style-type: none"> • Reinforcing Brands, Revitalising Brands <p>d) Building Global Customer Based Brand Equity</p>	15
Total No. of Lectures		60

Beyond the Syllabus

Presentation, Group Discussions & case studies.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand the concept of Branding.
CO2	Get introduced to various IMC in Branding
CO3	Measure and Interpret Brand Performance
CO4	Understand the concept of Brand Equity

Recommended Resources	
Reference Books	<ul style="list-style-type: none">• Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity• Keller Kevin Lane, Strategic BrandManagement-2008• Elliot, Richard, Strategic BrandManagement-2008• Kapferer, Jean-Noel, Strategic BrandManagement-2000• Kishen, Ram, Strategic Brand Management-2013• Keller Kevin Lane, Strategic Brand Management4e-2015
<u>E-Resources</u>	
Webliography:	



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Syllabus Prepared by:

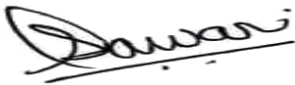
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai (Autonomous)
2. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai (Autonomous)
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee
Visiting Faculty



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Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
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Mr. Rajesh Mane	: Member – Faculty
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
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Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester VI

COURSE: RETAIL MANAGEMENT

Course Code	Course Title	Credit
MSRM604	Retail Management	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S.
- ii) Course Code : MSRM604
Semester VI
- iii) Course Title : Retail Management
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- Semester End Exam:60 marks
(5 Questions of 12 marks each)
 - Internal Assessment 40 marks:
-Test 15 marks,
-Project/ Assignment 15 marks
-Class Participation: 10 marks
- 2 Scheme of Examination :
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: TYB.M.S

Semester: VI

Course : Retail Management

Course Code :MSRM604

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Marketing.
: Basic interest in Retail sector.

Course Objectives:

- 1 To familiarize the students with retail management concepts and operations
- 2 To provide understanding of retail management and types of retailers
- 3 To develop an understanding of retail management terminology including Merchandize management, store management and retail strategy.
- 4 To acquaint the students with legal and ethical aspects of retail management



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Units	Module	Lectures
I	<p>RETAIL MANAGEMENT- AN OVERVIEW</p> <ul style="list-style-type: none"> • Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management • Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations Emerging Trends in Retailing Impact of Globalization on Retailing • I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario • Franchising: Meaning, Types, Advantages and Limitations, Franchising in India • Green Retailing • Airport Retailing 	15
II	<p>RETAIL CONSUMER AND RETAIL STRATEGY</p> <ul style="list-style-type: none"> • Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers • CRM inertial: Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community • Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain Store Location Selection: • Meaning, Types of Retail Locations, Factors Influencing Store Location • HRM inertial: Meaning, Significance, Functions • Organization Structure in Retail: Meaning, Factors Influencing Designing • Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and 	15



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	Retail Store Chain/Department Store	
III	<p>MERCHANDISE MANAGEMENT AND PRICING</p> <ul style="list-style-type: none"> • Merchandise Management Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise • Buying Function: Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer • Concept of Lifestyle Merchandising • Private Label Meaning, Need and Importance, Private Labels in India • Retail Pricing Meaning, Considerations in Setting Retail Pricing • Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing • Variable Pricing and Price Discrimination- Meaning Types: • Individualized Variable Pricing/First Degree Price • Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing, Variable Pricing by Market Segment/Third Degree Price Discrimination 	15
IV	<p>MANAGING AND SUSTAINING RETAIL</p> <ul style="list-style-type: none"> • Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics anaesthetics Store Layout- Meaning, Types: Grid, Racetrack, Freeform Signage and Graphics: Meaning, Significance, Concept of Digital Signage Feature Areas: Meaning, Types: Windows, Entrances, Freestanding 	15



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	<p>Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms</p> <ul style="list-style-type: none"> • Visual Merchandising and Display: Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising The Concept of Plano gram Display- Meaning, Methods of Display, Errors in Creating Display • Mall Management Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management Legal and Ethical Aspects of Retailing Licenses/Permissions Required to Start Retail Store in India • Ethical Issues in Retailing Career Options in Retailing 	
Total No. of Lectures		60

Beyond the Syllabus

Presentations, Group Discussions, Case studies.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know about Retail Industry
CO2	Mall management
CO3	Strategies used in retail
CO4	Know career options available for them in Retail Sector

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Michael Levy & Barton A. Weitz, “Retailing Management”, Tata Mc GrawHill • 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, “Realisation -Brand Survival in the Age of Retailer Power”, Kogan PageLtd., • Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc GrawHill. • Bajaj, Tulli & Shrivastava, “Retail Management”, Oxford University Press • Kishore Biyani, “It Happens in India”,& “ The Wall Mart Story” • Store Manager, Organiser / Planner- DMS Retail • Dr. Ram Kishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai.
<u>E-Resources</u> Webliography:	



The Kelkar Education Trust's
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Syllabus Prepared by:

1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai (Autonomous)

1. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai (Autonomous)

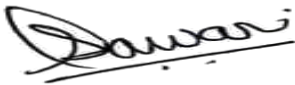
2. Ms. Shilpa Kulkarni: Member, Syllabus Committee
Visiting Faculty



**The Kelkar Education Trust's
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
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BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester VI

COURSE: INTERNATIONAL MARKETING

Course Code	Course Title	Credit
MSIMK605	International Marketing	03



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2. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSIMK605
		Semester VI
iii) Course Title	:	International Marketing
iv) Semester wise Course Contents	:	Copy of the syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	Nil
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: T.Y.B.M.S

Semester: VI

Course : International Marketing

Course Code : MSIMK605

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basics of Marketing,
: Basic knowledge of International Markets

Course Objectives:

- 1 To understand International Marketing, its advantages and challenges.
- 2 To provide an insight on the dynamics of International Marketing Environment.
- 3 To understand the relevance of International Marketing Mix decisions and recent developments in Global Market



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO INTERNATIONAL MARKETING & TRADE</p> <ul style="list-style-type: none"> • Introduction of International Marketing: Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization • Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU,OPEC 	15
II	<p>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 Dimension of Culture , Cultural Values (Individualism v/s Collectivism) 	15
III	<p>INTERNATIONAL MARKETING MIX</p> <ul style="list-style-type: none"> • International Product Decision 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 • International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing International Pricing Strategies : Skimming Pricing, Penetration 	15



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	<p>Pricing , Predatory Pricing International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</p> <ul style="list-style-type: none"> • International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel • International Promotion Decisions Concept of International Promotion Decision Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness • Standardization V/S Adaptation of International Promotional Strategies • International Promotional Tools/Elements 	
IV	<p>DEVELOPMENTS IN INTERNATIONAL MARKETING</p> <ul style="list-style-type: none"> • Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan Letter of Credit • International strategies: Need for International Strategies, Types of International Strategies • International Marketing of Services Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture, Promoting India as a Tourist Destination 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussion, Videos, Case studies



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any two of the three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:

CO1	The student will have the knowledge of International Marketing, its process and benefits, and various concepts and barriers to International trade.
CO2	The student will be aware of the impact of various internal and external factors in the environment which have a direct and indirect impact on international marketing.
CO3	The student will be in a position to understand decisions related to International products, pricing, distribution and promotions in International Markets.
CO4	The student will be acquainted with planning and implementation of International strategies, as well as International marketing of Services.

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition2011 • Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition. • Raj Gopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition2007. • Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition • Francis Cherunilam, International Business, PHI Learning Private Limited New Delhi, Fifth Edition. • Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition. • Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition • Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition • Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition • Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition2007 • Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication , Fifth Edition
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

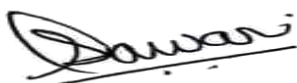
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. Mr. Venkat Ramana: Member, Syllabus Committee,
Expert from Corporate,
Visiting Faculty
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee,
Visiting Faculty



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester VI

COURSE: MEDIA PLANNING & MANAGEMENT

Course Code	Course Title	Credit
MSMPM606	Media Planning & Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSMPM606
		Semester VI
iii) Course Title	:	Media Planning & Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks: Test 15 marks,• Project/ Assignment 15 marks• Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: TYB.M.S

Semester: VI

Course : Media Planning & Management

Course Code : MSMPM606

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic Knowledge of marketing
: Interest in Media

Course Objectives:	
1	To understand Media Planning, Strategy and Management with reference to current business scenario.
2	To know the basic characteristics of all media to ensure most effective use of advertising budget.
3	To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.



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<u>Units</u>	<u>Modules</u>	<u>Lectures</u>
I	<p>OVERVIEW OF MEDIA AND MEDIA PLANNING</p> <ul style="list-style-type: none"> • Overview of Media and Media Planning: Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning • Media Research: Meaning, Role and Importance Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey 	15
• II	<p>MEDIA MIX & MEDIA STRATEGY</p> <ul style="list-style-type: none"> • Media Mix: Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix • Media Choices: • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations • Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media • Media Strategy: 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. 	15



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III	<p>MEDIA BUDGETING, BUYING & SCHEDULING</p> <ul style="list-style-type: none"> • Media Budget 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. • Media Buying: 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 • Media Scheduling Meaning, Importance Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. Scheduling Patterns – Continuity, Fighting, Pulsing Scheduling Strategies for Creating Impact: Road Block , Day or Day part Emphasis, Multiple Spotting, Teasers 	15
IV	<p>MEDIA MEASUREMENT, EVALUATION</p> <ul style="list-style-type: none"> • Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach Television Metrics: Dairy v/s People meter, 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 Solusreader. OOH Metrics: Traffic Audit Bureau(TAB) • Benchmarking Metrics: Share, Profile, and Selectivity Index • Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). 	15



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	<ul style="list-style-type: none"> • Evaluating Media Buys Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships Evaluating Print Media Buying: Discount on Rate Card, 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 	
Total		60

Beyond the Syllabus

Group Discussions & Case Studies



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any two of the three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:

	After the completion of the course, students will able to
CO1	Understand Media platforms better
CO2	Study the market. Analyse its buying and selling
CO3	Know how to identify International and national media platforms and their advantages and disadvantages
CO4	Understand the role of media budgets, planning and management
CO5	Follow the role of media planners and media agencies.

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010 • Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition. • Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition • Larryd.KellyandDonaldW.Jugeneimer,AdvertisingMediaPlanning,PHIlearningPrivateLimited, • Dennis .F.Herrick, Media Management in Age of Giants, Surfeit Publications • Charles Warner and Joseph Buchman, Media selling ,Surfeit Publication,3rd edition
<u>E-Resources</u> Webliography:	



The Kelkar Education Trust's
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Syllabus Prepared by:	
1.	Ms. Shriya Sant, Chairperson, Syllabus Committee Visiting Faculty
2.	Ms. Amruta Khanolkar: Member, Syllabus Committee Assistant Professor, Dept. of SFC V G Vaze College, Mulund (East), Mumbai
3.	Mr. Aditya Davane: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai
4.	Ms. Shilpa Kulkarni: Member, Syllabus Committee Visiting Faculty

**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
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Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
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Dr. Arpita Srivastav	: Subject Expert from NMIMS University
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Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester: VI

COURSE: HRM IN GLOBAL PERSPECTIVE

Course Code	Course Title	Credit
MSHGP607	HRM in Global Perspective	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSHGP607
		Semester VI
iii) Course Title:	:	HRM in Global Perspective
iv) Semester wise Course Contents	:	Copy of syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: VI

Course : HRM in Global Perspective

Course Code : MSHGP607

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites :Fundamental knowledge of management and its function
: Interest in HR functions of organization.

Course Objectives:

1	To introduce the students to the study and practice of IHRM
2	To understand the concepts, theoretical framework and issues of HRM in Global Perspective
3	To get insights of the concepts of Expatriates and Repatriates
4	To find out the impact of cross culture on Human Resource Management
5	To provide information about Global Workforce Management
6	To study International HRM Trends and Challenges



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTERNATIONAL HRM – AN OVERVIEW:</p> <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 Re geocentric • 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 Work force • Dealing with Cultural Shock 	15
II	<p>GLOBAL HRM FUNCTIONS</p> <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 Cultural Training, Issues in Cross Cultural Training • 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 	15
III	<p>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) 	15



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	<ul style="list-style-type: none"> • 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	<p>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 • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM • Knowledge Management and IHRM 	15
Total No. of Lectures		60

Beyond the Syllabus

Interview Discussion, Role play, Class Debate



The Kelkar Education Trust's
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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: two Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A) Sub Questions to be asked 8 and to be answered any 06 B) Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
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Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A) Theory questions (6 Marks) B) Theory questions (6 Marks) OR C) Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
Note: Practical question of 12 marks may be divided into two sub questions of 6/6.		



The Kelkar Education Trust's
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Course Outcomes:

	After the completion of the course, students will able to
CO1	Understand the difference between Global and Domestic HRM, Dealing with diversify workforce and quality of global managers
CO2	Understand the meaning of recruitment and selection for international assignment. They will also understand the type of compensation and training given to these selected employee
CO3	Understand how to deal with expatriate and repatriate employee and provide resolution to their problems.
CO4	Understand the current trends in HRM and use of technology in HRM

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • 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
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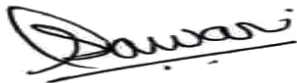
Syllabus Prepared by:
1. Mr. Viral Rami: Chairperson, Syllabus Committee Expert from Corporate, Industry Expert
2. Ms. Arati Shah, Syllabus Committee HOD - Dept. of SFC, Assistant Professor, V. G. Vaze College, Mulund (East), Mumbai
3. Ms. Khursheed Shaikh: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V G Vaze College, Mulund (East), Mumbai



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Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester VI

COURSE: ORGANISATIONAL DEVELOPMENT

Course Code	Course Title	Credit
MSOD608	Organisational Development	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSOD608
		Semester VI
iii) Course Title	:	Organisational Development
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TYB.M.S

Semester: VI

Course : Organisational Development

Course Code :MSDO608

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of Organisational development management
: Basic knowledge of trends and intervention technique of organisational management

Course Objectives:

1	To understand the concept of Organisational Development and its Relevance in the organisation.
2	To Study the Issues and Challenges of OD while undergoing Changes.
3	To Study the OD Intervention to meet the Challenges faced in the Organisation
4	To get an Insight into Ethical Issues in OD



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>ORGANISATIONAL DEVELOPMENT – ANOVERVIEW:</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 	15
II	<p>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 	15
III	<p>OD INTERVENTIONS</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, Strategic Interventions, Third Party Peace Making Intervention • Techniques of OD Intervention: <ul style="list-style-type: none"> ▪ Traditional: Sensitive Training, Grid Training, and Survey Feedback. ▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis ▪ Evaluation of OD Interventions : Process, Types, Methods, Importance 	15
IV	<p>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 	15



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	<ul style="list-style-type: none">• 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	
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions, case studies, assignments and debate.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand organisational development programme in organisation
CO2	Students enhance 'Organizational inter venation techniques to implement in organization effectiveness.
CO3	Students can learn organizational renewal.
CO4	It will help the students to understand global trend of organization development.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House • French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995. • Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990 • Cummings, T. G. & Worley, C. G. (2009).Organization Development and Change (9th edition). Canada: South-Western Cengage Learning • Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition2004. • Cummings, T. G., Theory of Organization Development and Change, South-western. • Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011. • Richard L, Organisation, Theory, Change and Design , India Edition(Carnage Learning) • Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson • Wendell L French, Cecil H Bell, Jr, Veena Vohra ,Organisation Development , Sixth Edition, Pearson education
<u>E-Resources</u>	
Webliography:	



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Syllabus Prepared by:

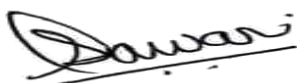
1. Ms. Khursheed Shaikh: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. Ms. Seema Pawar : Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai
3. Ms. Arati Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
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Dr. Arpita Srivastav	: Subject Expert from NMIMS University
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**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
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Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester VI

Course: HRM IN SERVICE SECTOR MANAGEMENT

Course Code	Course Title	Credit
MSSSM609	HRM in Service Sector Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSSSM609
		Semester VI
iii) Course Title	:	HRM in Service Sector Management
iv) Semester wise Course Contents	:	Copy of syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: T.Y.B.M.S

Semester: VI

Course : HRM in Service Sector Management

Course Code : MSSSM609

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites Basic knowledge of principles of management
 Knowledge of working of HR department

Course Objectives:

- 1 To understand the concept and growing importance of HRM in service sector
- 2 To understand how to manage human resources in service sector
- 3 To understand the significance of human element in creating customer satisfaction through service quality
- 4 To understand the issues and challenges of HR in various service sectors



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>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, Services cape • 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 	15
II	<p>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, Inter-client Conflict • 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 	15
III	<p>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 - 	15



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	<p>Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers</p> <ul style="list-style-type: none"> ● 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, Defence, Disaster Management ● Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ● Personnel Services: Education, Health Care, Hotels Social and Charitable Services 	
IV	<p>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 ● 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 	15
Total No. of Lectures		60

Beyond the Syllabus

Presentation, class project, case study, group discussion.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:

CO1	Learner will understand the importance growing importance of service sector service culture relationship marketing, role of customers in service processes and service encounters.
CO2	Learner will know how service sectors are managed through emotion labourers and importance of right person for the right job.
CO3	To make student aware of the importance of quality in service sector and issues and challenges that are faced by human resource in specific sector
CO4	To make student understand how service benchmarks are created by service leaders retaining best people in service sector and globalisation of Indian service sector

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House • Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson • Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia • James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill • Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill • Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition • K. Rao: Services Marketing, Pearson Education Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing
<u>E-Resources</u>	
Webliography:	



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Syllabus Prepared by:

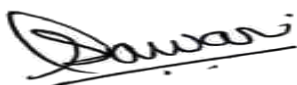
- | |
|---|
| 1. Ms. Seema Pawar: Chairperson, Syllabus Committee
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Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
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**Ms. Seema Pawar
Chairperson
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Date – 19th Aug. 2020



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Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester: VI

Course: HUMAN RESOURCE ACCOUNTING AND AUDITING

Course Code	Course Title	Credit
MSHAA610	Human Resources Accounting and Auditing	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSSSM610
		Semester VI
iii) Course Title	:	Human Resources Accounting and Auditing
iv) Semester wise Course Contents	:	Copy of syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if	:	No



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Programme: TY B.M.S

Semester: VI

Course: Human Resource
Accounting and Auditing

Course Code: MSHAA610

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic understanding of the need of Human Resource Accounting and Auditing practices.
: To give an insight on HR Accounting methods and HR Audit for meeting overall compliance requirements

Course Objectives:	
1	To understand the value and significance of human resources in organisations.
2	To introduce the importance of Human Resource Accounting at National and International level
3	To provide insight on the Human Resource Accounting Practices in India
4	To familiarise with the process and approaches of Human Resources Accounting and Audit



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Units	Module	Lectures
I	HUMAN RESOURCE ACCOUNTING: AN OVERVIEW <ul style="list-style-type: none"> • Human Resource Accounting – Meaning, Need and Objectives of HR Accounting • Historical Development of Human Resource Accounting, • Cost of Human Resource - Acquisition Cost, Training and Development Cost and additional Cost • Benefits and Limitations of Human Resource Accounting • Reporting of Human Resource Accounting at National Levels • Disclosures at International Level 	15
II	METHODS AND HUMAN RESOURCE ACCOUNTING PRACTICES IN INDIA <ul style="list-style-type: none"> • Cost of Production Approach -Concept <ol style="list-style-type: none"> i. Historical Cost Model – Meaning, Advantages and Limitations ii. Replacement Cost Model – Meaning, Advantages and Limitations iii. Opportunity Cost - – Meaning, Advantages and Limitations • Capitalized Earnings Approach - Concept <ol style="list-style-type: none"> i. Economic Value Model - Meaning, Advantages and Limitations ii. Capitalization of Salary - Meaning, Advantages and Limitations • Statutory Provisions governing HR accounts • Human Resource Accounting Practices in India 	15
III	HUMAN RESOURCE AUDIT: AN OVERVIEW <ul style="list-style-type: none"> • Human Resource Audit - Meaning, Features, Objectives of HR Audit • Benefits and limitations of HR Audit • Need and Significance of HR Audit • Process of HR Audit • Approaches of HR Audit • Principles of Effective HR Auditing • Role of HR Auditor • Methods of conducting HR Audit – Interview, Workshop, Observation, Questionnaire. • Components of HR Audit • HR Audit and Workforce Issues : Workforce Communication and Employee Relations, Performance Management, Compensation System, Team building System 	15
IV	HR AUDIT FOR LEGAL COMPLIANCE AND SAFE BUSINESS PRACTICES <ul style="list-style-type: none"> • Areas covered by HR Audit - Pre-employment 	15



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	Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices <ul style="list-style-type: none">• HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development Audit as an Intervention• Human Resource Audit and Business Linkages• Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting	
Total No. of Lectures		60

Beyond the Syllabus

Presentations, Case study approach, Role Plays, Group Discussions, Extempore



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



The Kelkar Education Trust's
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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)

Course Outcomes:

After completing the course the student will be able to :

C01	A complete overview of Human Resource Accounting encompassing historical development, Cost involved in Human Resources, Reporting at national and international level
C02	Understand of Human Resource Accounting methods
C03	A complete overview of Human Resource Audit – Process , approaches, workforce issues
C04	Will give a fair perspective on HR Audit for Legal Compliance and Safe Business Practices , areas covered by HR Audit and significance of HRD

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • HR Audit : Evaluating the human resource functions for business improvement by T.V. Rao, Response Books • Eric G. Flamholtz, Human Resource Accounting, Springer • Jac Fitzenz, How To Measure Human Resource Management, Mc Graw Hill • Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing • M. Saeed, D.K. Kulsheshtha , Human Resource Accounting, Anmol Publications. • Prabakara Rao, Human Resource Accounting, Inter India Publications • Human Resource Management by Gary Dessler, Pearson Publications. • Rao, T.V. 2008. HRD Scorecard 2500, 1/e; New Delhi: Response Books • Udai Pareek and Rao T V (2003). Designing and Managing Human Resource
E-Resources Webliography:	



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Syllabus Prepared by:

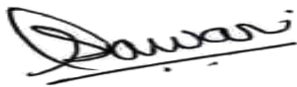
1. Ms. Roopali Kotekar: Chairperson, Syllabus Committee,
Visiting Faculty.
2. Ms. Seema Pawar: Member, Syllabus Committee
HOD - Dept. of SFC,
Assistant Professor,
V G Vaze College, Mulund (East), Mumbai
3. Ms. Arati. Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
4. Ms. Khursheed Shaikh, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai



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Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
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Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
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Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



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(Autonomous)**

Syllabus for T.Y.B.M.S

(June 2020 Onwards)

Program: B.M.S

Semester VI

COURSE: INTERNATIONAL FINANCE

Course Code	Course Title	Credit
MSIF611	International Finance	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S
- ii) Course Code : MSIF611
- Semester VI
- iii) Course Title : International Finance
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references: Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- Semester End Exam:60 marks
(5 Questions of 12 marks each)
- 2 Scheme of Examination : • Internal Assessment 40 marks:
-Test 15 marks,
-Project/ Assignment 15 marks
-Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: TYB.M.S

Semester: VI

Course International Finance

Course Code : MSIF611

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : : Basic knowledge about finance

: Basic interest in current financial situations at global level.

Course Objectives:

1	The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance
2	The course aims to give a comprehensive overview of International Finance as a separate area in International Business
3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalized Market



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>FUNDAMENTALS OF INTERNATIONAL FINANCE :</p> <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 <ul style="list-style-type: none"> ○ Direct & Indirect Rates ○ Cross Currency Rates ○ Spread & Spread% Factors Affecting Exchange Rates 	15
II	<p>FOREIGN EXCHANGE MARKETS, EXCHANGE RATE DETERMINATION & CURRENCY DERIVATIVES :</p> <ul style="list-style-type: none"> • Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) • International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) • Currency & Interest Rate Futures: • Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India. 	15
III	WORLD FINANCIAL MARKETS & INSTITUTIONS & RISKS	15



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	:	<ul style="list-style-type: none"> • Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market • International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts –ADR,GDR,IDR • International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDIV/sFPI, Role of FEDAI in Foreign Exchange Market • International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV • Foreign Exchange Derivatives : An Introduction 	
IV	FOREIGN EXCHANGE RISK, APPRAISAL & TAX MANAGEMENT :	<ul style="list-style-type: none"> • Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation • International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities • International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment. 	15
Total No. of Lectures			60

Beyond the Syllabus

Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	C. Theory questions (6 Marks) D. Theory questions (6 Marks) OR E. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Explain the concepts of finance and players in it.
CO2	Will be in a position to explain the recent developments in the International finance.
CO3	Will be able to analyse various risk involved in trade & exchange.
CO4	Able to analyze changing trends of banking &finance at global level.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none">• P G Apte, International Financial Management, 5th Edition, The McGrawHill• Cheol. S. Eun & Bruce G. Resnick, International Finance Management• Maurice D. Levi, International Finance – Special Indian Edition• Prakash G. Apte, International Finance – A Business Perspective• V A. Aadhani, International Finance
<u>E-Resources</u> Webliography:	

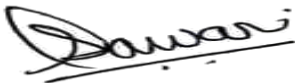
Syllabus Prepared by:
3. Mr. Krishnan S. : Chairperson, Syllabus Committee, Visiting faculty.



**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)**

The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
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Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
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Mr. Venkat Ramana	: Industry / Corporate Sector
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Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester - VI

COURSE: INNOVATIVE FINANCIAL SERVICES

Course Code	Course Title	Credit
MSIFS612	Innovative Financial Services	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S.
- ii) Course Code : MSIFS612
Semester VI
- iii) Course Title : Innovative Financial Services
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- Semester End Exam:60 marks
(5 Questions of 12 marks each)
 - Internal Assessment 40 marks:
-Test 15 marks,
-Project/ Assignment 15 marks
-Class Participation: 10 marks
- 2 Scheme of Examination :
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: TY B.M.S.

Semester: VI

Course : Innovative Financial Services

Course Code : MSIFS612

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Financial Services.
: Basic interest in Service Industry.

Course Objectives:

To enable the students to	
1	Understand financial service industry.
2	Get knowledge about various activities of the financial market and its benefit to the government and society.
3	Understand how to promote domestic and foreign trade.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO TRADITIONAL FINANCIAL SERVICES</p> <ul style="list-style-type: none"> • 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 • Factoring and Forfeiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfeiting, Working of Forfeiting, Benefits and Drawbacks of Forfeiting, Practical Problems. • Bill Discounting: • Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management. 	15
II	<p>ISSUE MANAGEMENT AND SECURITIZATION</p> <ul style="list-style-type: none"> • Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue • Stock Broking: Introduction, Stock Brokers, Sub Brokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading • 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 	15



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III	<p>FINANCIAL SERVICES AND ITS MECHANISM</p> <ul style="list-style-type: none"> • Lease and Hire-Purchase: Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. Definition of Hire Purchase, Hire Purchase and Instalment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase. • 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 • Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario. 	15
IV	<p>CONSUMER FINANCE AND CREDIT RATING</p> <ul style="list-style-type: none"> • 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 • 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 • 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 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review.



The Kelkar Education Trust's
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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (10 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
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Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know Introduction of various funds and fee based financial services, factoring, forfeiting and the process of bill discounting.
CO2	Understand the Concepts related to issue management intermediaries, stock broking and securitisation.
CO3	Understand the difference between lease and hire purchase, concepts of housing finance and venture capital.
CO4	Understand consumer finance, plastic money and credit rating.

Recommended Resources	
Reference Books	<ul style="list-style-type: none"> • IM Pandey, Financial Management, Vikas Publishing House Ltd. • Khan M.Y., Financial Services, Mc Graw Hill Education. • Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints. • Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House
<u>E-Resources</u>	
Webliography:	
MOOCS	



The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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Syllabus Prepared by:

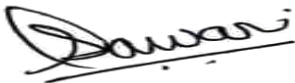
- | | |
|---|---|
| 1 | Ms. Laveleen Kaur Narang: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai |
| 2 | Ms. Annu Singh: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai |
| 3 | Mr. Viral Rami: Member, Syllabus Committee,
Expert from Corporate,
Visiting Faculty |



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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)**

Date – 19th Aug. 2020



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)**

Date - 19th Aug. 2020



**The Kelkar Education Trust's
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(Autonomous)**



**The Kelkar Education Trust's
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(Autonomous)**

Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester VI

COURSE: STRATEGIC FINANCIALMANAGEMENT

Course Code	Course Title	Credit
MSSFM613	Strategic Financial Management	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSSF613
		Semester VI
iii) Course Title	:	Strategic Financial Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: TY B.M.S.

Semester: VI

Course : Strategic Financial Management

Course Code : MSSFM613

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Knowledge of basic financial concepts
: Basic interest in Accountancy.

Course Objectives:

1	To match the needs of current market scenario and upgrade the learner's Skills and knowledge for long-term sustainability.
2	Changing scenario in Banking Sector and the inclination of learners towards choosing banking as a career option has made study of financial management In banking, sector inevitable.
3	To acquaint learners with contemporary issues related to financial Management.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	DIVIDEND DECISION AND XBRL <ul style="list-style-type: none"> • Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy • XBRL: Introduction, Advantages and Disadvantages, Features and Users 	15
II	CAPITAL BUDGETING AND CAPITAL RATIONING <ul style="list-style-type: none"> • Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. • Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems 	15
III	SHAREHOLDER VALUE AND CORPORATE GOVERNANCE / CORPORATE RESTRUCTURING <ul style="list-style-type: none"> • Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India • Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact. 	15
IV	FINANCIAL MANAGEMENT IN BANKING SECTOR AND WORKING CAPITAL FINANCING <ul style="list-style-type: none"> • Financial Management in Banking Sector: An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances • Working Capital Financing: Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: two Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand the concept of dividend decisions and XBRL (Business Language).
CO2	Understand the concept and techniques of capital budgeting and capital rationing.
CO3	Understand concepts of corporate restructuring.
CO4	Understand concept of working capital finance and tondon committee norms and knowledge about how bank manages their finance.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Paramasivan& T. Subramanian, Financial Management • IM Pandey, Financial Management • Ravi Kishor, Financial Management • Khan & Jain, Financial Management • Van Horne &Wachowiz, Fundamentals of Financial Management • Prasanna Chandra, Strategic Financial Management
<u>E-Resources</u>	-
Webliography:	-



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Syllabus Prepared by:

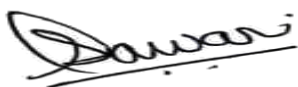
1. Ms. Annu Singh ,Chairperson, Syllabus Committee,
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East), Mumbai
2. Ms. Anita Yakkali , Member, Syllabus Committee,
Assistant Professor,
Dept. of SFC,
V. G. Vaze College ,Mulund (East),Mumbai
3. Ms. Niti Shirke: Member, Syllabus Committee,
Assistant Professor,
Dept. of SFC,
V G Vaze College, Mulund (East),Mumbai



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNTD University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)

Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)

Date - 19th Aug. 2020



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Syllabus for **TY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester VI

COURSE: INDIRECT TAXES

Course Code	Course Title	Credit
MSTAX614	Indirect Taxes	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSTAX614 Semester VI
iii) Course Title	:	Indirect Taxes
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	10,20,20,10
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any	:	No
Special Ordinances / Resolutions, if any	:	



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Programme: TY B.M.S

Semester: VI

Course :Indirect Taxes

Course Code : MSTAX614

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites Basic knowledge of indirect tax structure.
 Updating as per the amendments made by law in the act.

Course Objectives:

1	To understand the basics of GST
2	To study the base of GST that is Supply
3	To study the registration and computation of GST
4	To acquaint the students with filing of returns in GST



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<u>Units</u>	<u>Modules</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO INDIRECT TAXATION AND GST</p> <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 (Sec9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act) GST Rate Schedule for Goods and Services. 	10
II	<p>CONCEPT OF SUPPLY</p> <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 CGST Act) • Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), 	20



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	<p>Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.</p> <ul style="list-style-type: none"> • Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2) of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act) • Value of Supply – Determination of Value of Supply (Sec 15 of 20CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act), Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act), Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act) 	
III	<p>REGISTRATION AND COMPUTATION OF GST</p> <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) 	20
IV	<p>FILING OF RETURNS</p> <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) 	10
Total No. of Lectures		60

Beyond the Syllabus

Every topic will be applied practically with live examples, asking the students to bring the bills for their purchases, food bills, entertainment bills etc.



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Course Outcomes:

	After the completion of the course, students will able to
CO1	Students should able to understand the implementation of GST in India along with its basic provisions
CO2	Students should be able to understand the applicability of GST provisions in various circumstances
CO3	Students should be able to determine the eligibility of registration under GST laws
CO4	Students should be able to determine the place of supply under various situations
CO5	Students should be able to determine the time of supply under various situations
CO6	Students should be able to compute the GST liability applying the rules of valuation and set off mechanism
CO7	Students should be able to understand the various procedural aspects including interest and late fees provisions under GST

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • GST Bare Act2017 • GST Law & Practice - V.S Datey (6thEdition) • GST Laws – National Academy of Customs, Indirect Tax
<u>E-Resources</u>	
Webliography:	



The Kelkar Education Trust's
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Syllabus Prepared by:

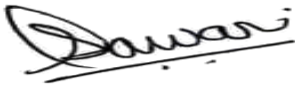
1. Ms. Anita Yakkali: Chairperson, Syllabus Committee
Assistant Professor
Dept. of SFC
V G Vaze College, Mulund (East), Mumbai.
2. CA Sanjeev Gokhale.
Practicing Chartered Accountant,
Visiting Faculty



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**Ms. Seema Pawar
Chairperson
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--THE END--

