

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



Syllabus for Bachelor of Management Studies Third Year

TYBMS

Syllabus as per Choice Based Credit System (NEP-2020)

(June 2025 Onwards)

Board of Studies of BMS

V. G. Vaze College of Arts, Science and Commerce (Autonomous)

Submitted by

Department of Management Studies

V. G. Vaze College of Arts, Science and Commerce (Autonomous)

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- Syllabus as per Choice Based Credit System (NEP 2020)

Syllabus for Approval

Sr. No.	Heading	Particulars
1	Title of Programme	Third Year Bachelor of Management Studies: Semester V and VI
2	Eligibility for Admission	---
3	Passing Criteria	Minimum D Grade or equivalent minimum marks for passing at the Graduation level.
4	Ordinances/Regulations (if any)	---
5	No. of Years/Semesters	One year/Two semester
6	Level	U.G. Part-III : Level- 5.5
7	Pattern	Semester
8	Status	Revised
9	To be implemented from Academic year	2025-2026

Date:

Signature:

BOS Chairperson: Dr. Seema Pawar



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Bachelor of Management Studies Program: Cumulative Credit Structure

Level	Sem	Major		Minor	VSC	OJT/FP	Cum. Credits	Degree
		Mandatory	Elective					
5.5	Sem-V	Credits 10 (4+4+2) Course 1 Cr. 4: Customer Relationship Management Course 2 Cr. 4: Service Marketing Course 3 Cr. 2: Sales & Distribution <p style="text-align: center;">OR</p> Course 1 Cr. 4: Industrial Relations Course 2 Cr. 4: Performance Management & Career Planning Course 3 Cr. 2: Strategic Human Resource Management <p style="text-align: center;">OR</p> Course 1 Cr. 4: Financial Accounting Course 2 Cr. 4: Risk Management Course 3 Cr. 2: Investment Analysis & Portfolio Management	Credits 4 Course 1 Cr. 4: E-Commerce & Digital Marketing <p style="text-align: center;">OR</p> Course 1 Cr. 4: Finance for HR & Compensation Management <p style="text-align: center;">OR</p> Course 1 Cr. 4: Direct Tax	Credits 4 Course 1 Cr. 4: Logistics & Supply Chain Management	Credits 2 Course 1 Cr. 2: Corporate Communication & Public Relations	Credits 2 Course 1 Cr. 2: Research Based Project	22	UG Degree After 3 year UG



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	Sem- VI	<p>Credits 10 (4+4+2)</p> <p>Course 1 Cr. 4: Retail Management Course 2 Cr. 4: International Marketing Course 3 Cr. 2: Brand Management</p> <p style="text-align: center;">OR</p> <p>Course 1 Cr. 4: HRM in Service Sector Management Course 2 Cr. 4: HRM in Global Perspective Course 3 Cr. 2: Organisational Development</p> <p style="text-align: center;">OR</p> <p>Course 1 Cr. 4: International Finance Course 2 Cr. 4: Strategic Financial Management Course 3 Cr. 2: Innovative Financial Services</p>	<p>Credits 4</p> <p>Course 1 Cr. 4: Media Planning & Management</p> <p style="text-align: center;">OR</p> <p>Course 1 Cr. 4: HR Audit & Accounting</p> <p style="text-align: center;">OR</p> <p>Course 1 Cr. 4: Indirect Tax</p>	<p>Credits 4</p> <p>Course 1 Cr. 4: Operations Research</p>	-	<p>Credits 4</p> <p>Course 1 Cr. 4: Internship Based Project</p>	22	
Total Credits		20	08	08	02	06	44	



PROGRAM OUTCOMES

PO1: Comprehensive training in contemporary management practices.

PO2: Making competitive candidates for managerial roles.

PO3: Gain the confidence to navigate the challenges of the competitive business world.



Semester V



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<u>B. M. S. Semester V</u>		
Course Code	Full Name of Course (With Paper)	Credit Points
	Major Course (Major) (Any 3 Combinations)	
	<u>Marketing Electives</u>	
VMCR300	Customer Relationship Management	4
VMSM301	Service Marketing	4
VMSD302	Sales & Distribution	2
	<u>Human Resource Electives</u>	
VMIR303	Industrial Relations	4
VMPM304	Performance Management & Career Planning	4
VMSH305	Strategic Human Resource Management	2
	<u>Finance Electives</u>	
VMFA306	Financial Accounting	4
VMRM307	Risk Management	4
VMIA308	Investment Analysis & Portfolio Management	2
	Major Elective	4
	<u>Marketing Electives</u>	
VMEC309	E-Commerce & Digital Marketing	
	<u>Human Resource Electives</u>	
VMFC310	Finance for HR & Compensation Management	
	<u>Finance Electives</u>	
VMDT311	Direct Tax	
	Minor Course (Minor)	
VMLS312	Logistics & Supply Chain Management	4
	Vocational Skill Course (VSC)	
VMCC313	Corporate Communication & Public Relations	2
	Field Project	
VMRP314	Research Based Project	2
	Total	22



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TY Bachelor of Management Studies		Semester V	
Course Name: Customer Relationship Management		Course Code: VMCR300	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<p>INTRODUCTION TO CUSTOMER RELATIONSHIP MANAGEMENT</p> <p>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.</p> <p>Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges.</p>	15
2	<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 	15



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	<ul style="list-style-type: none"> ● 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 	
3	<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 Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement. ● CRM Evaluation : Basic Measures : Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change. 	15
4	<p>CRM NEW HORIZONS</p> <ul style="list-style-type: none"> ● e-CRM: Concept, Different Levels of E- CRM, Privacy ECRM: Software App for Customer Service: ▪ Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling. ● Social Networking and CRM ● Mobile-CRM ● CRM Trends, Challenges and Opportunities ● Ethical Issues in CRM. 	15
	TOTAL	60

Course Outcomes:

CO1	Understand the core concepts and principles of CRM and identify describe various CRM strategies and their application in different business context.	L1, L3 and L4
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CO2	Analyze the impact of CRM on customer satisfaction, loyalty and profitability.	L1, L3 and L4
CO3	Evaluate and select appropriate CRM strategies and technology based on specific organisational needs and objectives.	L1, L3 and L4
CO4	Develop and analyse the case studies of successful and unsuccessful CRM implementations .	L1, L3 and L4

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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TY Bachelor of Management Studies		Semester V	
Course Name: Services Marketing		Course Code: VMSM301	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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.
4	To understand Global strategies in Services marketing.

Unit	Content	No. of Lectures
1	<p>INTRODUCTION OF SERVICES MARKETING</p> <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
2	<p>KEY ELEMENTS OF SERVICES MARKETING MIX</p> <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
3	<p>MANAGING QUALITY ASPECTS OF SERVICES MARKETING</p> <ul style="list-style-type: none"> • Improving Service Quality and Productivity 	15



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	<ul style="list-style-type: none"> • 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. 	
4	<p>MARKETING OF SERVICES</p> <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 Favours, 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	60

Course Outcomes:

CO1	To understand basics of services with its application.	L 1,L 2
CO2	To understand and apply elements of services marketing to different sectors.	L1,L2,L3,L4
CO3	To know about techniques to improve quality and productivity of service firm.	L1,L2,L3
CO4	Development in service sectors within India and at Global level.	L2,L3,L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6thEdition • Christoper 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
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	<ul style="list-style-type: none">• 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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TY Bachelor of Management Studies		Semester V	
Course Name: Sales and Distribution		Course Code: VMSD302	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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.

Unit	Content	No. of Lectures
1	<p>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 tinselling. • Structure of Sales Organization–Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure <p>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 <p>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>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 	10



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	<ul style="list-style-type: none"> • Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill • Difference between Consumer Selling and Organizational Selling • Difference between National Selling and International Selling. 	
2	<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 • 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 Contro 	10
3	<p>PERFORMANCE EVALUATION, ETHICS AND TRENDS</p> <p>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 <hr/> <p>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 <hr/> <p>Ethics in Sales Management</p> <p>New Trends in Sales and Distribution Management</p>	10
	TOTAL	30



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Course Outcomes:		
CO1	Understand Sales and distribution channels better	L1,L2,L3,L4
CO2	Study the market. Analyze its buying and selling.	L1,L2,L3,L4
CO3	Know how to identify International and national selling and distribution	L1,L2,L3,L4
CO4	Evaluate sales performances and ethical trends of market.	L1,L2,L3,L4

Recommended Resources	
Reference Books and E-Resources Webliography:	<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. Havaldar, 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



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TY Bachelors of Management Studies		Semester V	
Course Name: Industrial Relations		Course Code: VMIR303	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To introduce the concept of Industrial Relations in workplace settings
2	To give an understanding on the concept of Industrial Disputes and provision of machinery to resolve the disputes
3	To give an insight on the evolution of different Trade Unions, their functioning and impact on Industrial Relations
4	To know the role of different acts in maintaining good Industrial Relations

Unit	Content	No. of Lectures
1	INDUSTRIAL RELATIONS- AN OVERVIEW	15
	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	
2	INDUSTRIAL DISPUTES	15
	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 The Industrial Disputes Act, 1947	
	Employee Discipline: Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its	



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	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	
3	TRADE UNIONS AND COLLECTIVE BARGAINING	15
	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. The Trade Unions Act,1926	
	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.	
4	INDUSTRIAL RELATIONS RELATED LAWS IN INDIA	15
	Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal	
	The Industrial Employment (Standing Orders) Act,1946	
	The Factories' Act,1948	
	The Minimum Wages Act,1948	
TOTAL		60

Course Outcomes:		
CO1	The students will have a complete overview of Industrial Relations concepts	L1
CO2	The students will Understand terms viz, Industrial Disputes, Employee Discipline, Grievance Handling and Worker's Participation in Management and will be able to practice that in industry.	L1, L2, L3, L4
CO3	They will know about the role, rights and duties of Trade Unions and its members and will also learn about the process of Collective	L1, L2, L3, L4



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	Bargaining which can be applied by them in the industry when situation will arise.	
CO4	Have a fair perspective on Industrial Relations Related Laws in India like Trade Unions Act, The Factories' Act, Employees (Standing Order) Act, Minimum wages Act.	L1, L2

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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TY Bachelors of Management Studies		Semester V	
Course Name: Performance Management & Career Planning		Course Code: VMPM304	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

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

Unit	Content	No. of Lectures
1	PERFORMANCE MANAGEMENT – AN OVERVIEW	15
	<ul style="list-style-type: none"> • Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management. 	
	<ul style="list-style-type: none"> • Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal. 	
	<ul style="list-style-type: none"> • Performance Management Cycle 	
	<ul style="list-style-type: none"> • Best Practices in Performance Management, Future of Performance Management 	
	<ul style="list-style-type: none"> • Role of Technology in Performance Management 	
2	PERFORMANCE MANAGEMENT PROCESS	15
	<ul style="list-style-type: none"> • Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking. 	
	<ul style="list-style-type: none"> • Performance Managing – Meaning, Objectives, Process 	
	<ul style="list-style-type: none"> • Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach 	
	<ul style="list-style-type: none"> • Performance Monitoring–Meaning, Objectives and Process 	
	<ul style="list-style-type: none"> • Performance Monitoring–Meaning, Objectives and Process 	
	<ul style="list-style-type: none"> • Performance Management Implementation – Strategies for Effective Implementation of Performance Management. 	



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	<ul style="list-style-type: none"> • Linking Performance Management to Compensation • Concept of High Performance Teams 	
3	ETHICS, UNDER PERFORMANCE AND KEY ISSUES IN PERFORMANCE MANAGEMENT	15
	<ul style="list-style-type: none"> • Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management 	
	<ul style="list-style-type: none"> • Under Performers and Approaches to Manage Under Performers, Retraining 	
	<ul style="list-style-type: none"> • Key Issues and Challenges in Performance Management 	
	<ul style="list-style-type: none"> • Potential Appraisal: Steps, Advantages and Limitations. 	
	<ul style="list-style-type: none"> • Pay Criteria -Performance related pay, Competence related pay, Team based pay, and Contribution related pay 	
4	CAREER PLANNING AND DEVELOPMENT	15
	<ul style="list-style-type: none"> • Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning 	
	<ul style="list-style-type: none"> • Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives 	
	<ul style="list-style-type: none"> • Role of Technology in Career Planning and Development 	
	<ul style="list-style-type: none"> • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model 	
<ul style="list-style-type: none"> • New Organizational Structures and Changing Career Patterns 		
	TOTAL	60

Course Outcomes:		
CO1	To understand performance management system in organisation setup	L1, L2, L3, L4
CO2	To design and apply performance management system effectively	L1, L2, L3, L4
CO3	To assess ethical aspect of performance and evaluate employees accordingly	L1, L2, L3, L4
CO4	To create , plan and develop employees careers that will aligning with organisational objectives	L1, L2, L3, L4



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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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TY Bachelors of Management Studies		Semester V	
Course Name: Strategic Human Resource Management and HR Policies		Course Code: VMSH305	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course 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

Unit	Content	No. of Lectures
1	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 Mode	10
	HR Environment: Environmental trends and HR Challenges	
	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	
	Enhancing Employee Work Performance	
2	Human Resource Policies:	10



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	<p>Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation</p> <p>Sound HR Policies: Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment</p> <p>Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers</p>	
3	<p>Employee Engagement: Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</p> <p>Contemporary Approaches to HR Evaluation: Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model</p> <p>Competency based HRM: Meaning, Types of Competencies, and Benefits of Competencies for Effective Execution of HRM Functions.</p> <p>Human Capital Management: Meaning and Role</p> <p>New Approaches to Recruitment: Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment</p> <p>Strategic International Human Resource Management: Approaches to Strategic International HRM.</p>	10
	TOTAL	30

Course Outcomes:		
CO1	To Understand Strategic HRM, Aligning systems with business strategy.	L1,L2,L3,L4
CO2	Students should be able to apply the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.	L1,L2,L3,L4
CO3	Students should be able to analyse the HR Strategy in work force utilization, employee shortage and surplus.	L1,L2,L3,L4
CO4	To create effectiveness and future of SHRM, Measure cost and benefit of HRM	L1,L2,L3,L4

Recommended Resources	
Reference Books and E-Resources	<ul style="list-style-type: none"> Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House Armstrong M.-Strategic Human Resource Management_ A Guide to Action(2006)
Webliography:	



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	<ul style="list-style-type: none">• 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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TY Bachelors of Management Studies		Semester V	
Course Name: Financial Accounting		Course Code: VMFA306	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

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

Unit	Content	No. of Lectures
1	UNDERWRITING OF SHARES & DEBENTURES	15
	1) Introduction, Underwriting, Underwriting Commission. Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues.	
	2) Types of underwriting, Abatement Clause.	
	3) Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems.	
2	ACCOUNTING OF TRANSACTIONS OF FOREIGN CURRENCY	15
	1) In relation to purchase and sale of goods, services, assets, loan and credit transactions.	
	2) Computation and treatment of exchange rate differences.	
3	INVESTMENT ACCOUNTING (W.R.T. AS- 13)	15
	1) For shares (variable income bearing securities).	
	2) For Debentures/Preference shares (fixed income bearing securities).	



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	3) 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).	
4	PREPARATION OF FINAL ACCOUNTS OF COMPANIES	15
	1) Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement).	
	2) Preparation of financial statements as per Companies Act (excluding cash flow statement).	
	3) AS 1 in relation to final accounts of companies (disclosure of accounting policies).	
	TOTAL	60

Course Outcomes:

CO1	Student will be able to understand concept of underwriting of shares & debentures and solve problems based on it.	L1, L4
CO2	Students will be able to apply the concepts of foreign currency and pass entries for export and import transactions by creating ledger accounts.	L2, L4
CO3	Students will be able to pass entries & create ledger of Investment in shares & debentures by applying the concepts.	L2, L4
CO4	Student will be able to create final accounts of the company and analyse the financial position of the company.	L3, L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • 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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TY Bachelors of Management Studies		Semester V	
Course Name: Risk Management		Course Code: VMRM307	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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.

Unit	Content	No. of Lectures
1	<p>INTRODUCTION, RISK MEASUREMENT AND CONTROL</p> <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
2	<p>RISK AVOIDANCE AND ERM</p> <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



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3	<p>RISK GOVERNANCE AND ASSURANCE</p> <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
4	<p>RISK MANAGEMENT IN INSURANCE</p> <ul style="list-style-type: none"> • Global Perspective, Regulatory Frame working India, IRDAReforms, 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 	15
TOTAL		60

Course Outcomes:		
CO1	To know all concepts in risk management	L1
CO2	To understand risk measurement & control	L2
CO3	To know and evaluate about risk assurance & risk governance	L3
CO4	To understand and analyse about risk management in insurance industries, their claim management & risk management in banking sector	L4

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



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	<ul style="list-style-type: none">• Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House
<u>E-Resources</u> Webliography:	



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TY Bachelors of Management Studies		Semester V	
Course Name: Investment Analysis & Portfolio Management		Course Code: VMIA308	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	This course will enable the students to understand about the portfolio and its creation.
2	This course will enable the students to understand various securities in terms of risk and return.
3	This course will enable the students to understand technical analysis of the created portfolio.

Unit	Content	No. of Lectures
1	PORTFOLIO MANAGEMENT – AN INTRODUCTION & PROCESS	10
	<ul style="list-style-type: none"> • Investment - Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and Types of Investors 	
	<ul style="list-style-type: none"> • Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. 	
	<ul style="list-style-type: none"> • Investment Environment in India and factors conducive for investment in India. Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off. 	
2	PORTFOLIO MANAGEMENT – VALUATION	10
	<ul style="list-style-type: none"> • Portfolio Revision – Meaning, Need, Constraints and Strategies. 	
	<ul style="list-style-type: none"> • Portfolio evaluation – Meaning, Need and Measuring Returns (Sharpe, Treynor and Jensen Ratios) and Decomposition of Performance. Bond Valuation – Meaning, Measuring Bond Returns, Yield to Maturity, Yield to Call and Bond Pricing. Bond Pricing Theorems, Bond Risks and Bond Duration. 	
3	TECHNICAL ANALYSIS	10



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	<ul style="list-style-type: none"> • Meaning and Principles of Technical Analysis, Price Chart, Line Chart, Bar Chart, Japanese Candlestick Chart, Trends and Trend Reversals, Chart Patterns, Support and Resistance, Reversal Patterns, Continuation Patterns 	
	<ul style="list-style-type: none"> • Fundamental Analysis V/s Technical Analysis 	
	TOTAL	30

Course Outcomes:

CO1	The learner will understand portfolio selection and feasible set of portfolios.	L1, L2, L3, L4
CO2	The learner will be able to do Portfolio revision if required.	L1, L2, L3, L4
CO3	The learner will understand technical Analysis through various charts.	L1
CO4	The learner will understand practical aspect of security analysis	L1, L2, L3, L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Blake, David 1992, Financial Market Analysis , McGraw Hill London • Francis J.C Investments, Analysis and Management McGraw Hill New York. • Pistolese Clifford Using Technical Analysis Vision Boo • Reilly Frank K and Keith Brown Investment Analysis and Portfolio Management
<u>E-Resources</u> Webliography:	



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TY Bachelors of Management Studies		Semester V	
Course Name: E-Commerce and Digital Marketing		Course Code: VMEC309	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<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 • 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
2	<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, 	15



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	Life Cycle Approach for Building a Website, Different Ways of Building website		
3	<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 Act2000 	15	
	4	<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. 	15
		<ul style="list-style-type: none"> • 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 	
	TOTAL	60	

Course Outcomes:		
CO1	The student will be able to understand the concept of E-Commerce	L1,L2,L3,L4
CO2	The student will be acquainted with various e-applications in business	L1,L2,L3,L4
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	L1,L2,L3,L4
CO4	The student will be acquainted with the concept of Digital Marketing techniques.	L1,L2,L3,L4

Recommended Resources	
<p>Reference Books and E-Resources</p> <p>Webliography:</p>	<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 andApplications- 2013 • E-Business & E-Commerce Management 3rd Ed, Pearson Education



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	<ul style="list-style-type: none">• 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
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TY Bachelors of Management Studies		Semester V	
Course Name: Finance for HR Professionals & Compensation Management		Course Code: VMFC310	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:	
1	To orient HR professionals with financial concepts to enable them to make prudent HR decisions
2	Compensation management makes the learner to understand different compensation strategies, pay structure, incentives and benefits to manage, retain and attract the employees.
3	To study the issues related to compensation management and understand the legal framework of compensation management

Unit	Content	No. of Lectures
1	<p>COMPENSATION PLANS AND HR PROFESSIONALS • Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation</p> <p>Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation</p> <p>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.</p>	15
2	<p>INCENTIVES AND WAGES</p> <p>• 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</p>	15



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	Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan	
	Wage Theory : Marginal Productivity Theory, Residual Claimant Theory, Bargaining theory	
3	COMPENSATION TO SPECIAL GROUPS AND RECENT TRENDS .	15
	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	
4	LEGAL AND ETHICAL ISSUES IN COMPENSATION.	15
	<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 	
	<ul style="list-style-type: none"> ● Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Parachute Pay, On Boarding pay. 	
	TOTAL	60

Course Outcomes:

CO1	Students can understand the different compensation plans and incentives to implement in the organisation	L1,L2,L3,L4
CO2	Student enhance the knowledge of various Incentives and Wages methods	L1,L2,L3,L4
CO3	Students Gain knowledge of Compensation for Special Groups and Recent Trends	L1,L2,L3,L4
CO4	Awareness of Legal and Ethical issues of Compensation knowledge and how to overcome it.	L1,L2,L3,L4

Recommended Resources

Reference Books -	Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition
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	<ul style="list-style-type: none">● 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<ul style="list-style-type: none">● 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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TY Bachelors of Management Studies		Semester V	
Course Name: Direct Tax		Course Code: VMDT311	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	● External Assessment	2	60
	● Internal Assessment	-	40

Course Objectives:

1	The course will enable the students to get basic knowledge about direct tax.(Meaning, definition of specific terms)
2	To identify the legal status of person and classify the income as per the heads of Income under direct tax laws
3	Composition of taxable Income under different heads as per Income tax Act.

Unit	Content	No. of Lectures
1	Definitions u/s – 2 , Basis of Charge and Exclusions from Total Income	15
	Definitions u/s – 2 : Section 2 –Assessee, Assessment Year, Assessment, Annual value, , Income, Person, Previous Year.	
	Basis of Charge : Section 3 – 9 – Previous Year, Residential Status, Scope of Total Income, Deemed Income.	
	Exclusions from Total Income: Section 10	
2	Heads of Income	25
	Salary Income: Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Gratuity, Pension – Commutation, Leave Encashment, Compensation, Payment from Provident Fund.	
	Income From House Property: Section 22 – 27, Including Section 2 – Annual Value	
	Profits & Gains from Business & Profession: Vocation Section 28-32, 36, 37, 40, 40A, 43B including.: Section 2 – Business	
	Capital Gains: Section 45, 48, 49, 50, 54 and 55	
	Income from Other Sources: Section 56 – 59	
3	Deductions under Chapter VI – A (only brief introduction)	5
	80 A, 80 C, 80CCC, 80 D, 80 DD, 80 E, 80 TTA, 80- U	



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4	Computation of Total Income	10
	Computation of Total Income & Tax Liability of Individual and HUF with respect to Various heads of Income	
5	Advance Tax U/S 207, 208, 209, 210 & 211	5
	TOTAL	60

Course Outcomes:		
CO1	Gain knowledge on Basic concepts in direct tax.	L1,L2
CO2	Classification of income as per the heads indicated under income tax laws.	L1,L2
CO3	Computation of Income taxable under different heads of Income	L3, L4
CO4	Computation of Total Income & tax liability for Individuals and HUF	L3, L4

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 - ● Direct Tax Laws by T.N. Manoharan - Snow White
<u>E-Resources</u>	<ul style="list-style-type: none"> ● www.incometaxindia.gov.in
Webliography:	<ul style="list-style-type: none"> ● https://dor.gov.in:direct tax cleartax.in



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TY Bachelors of Management Studies		Semester V	
Course Name: Logistics and Supply Chain Management		Course Code: VMLS312	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<p>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</p> <p>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</p> <p>Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</p> <p>Demand Forecasting Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</p>	15
2	<p>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</p> <p>Warehousing</p>	15



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	<p>Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</p> <p>Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p>Packaging Introduction, Objectives of Packaging, Functions / Benefits of Packaging, Design, Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>	
3	<p>Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels)</p> <p>Logistics Costing Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p>Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</p> <p>Logistical Network Analysis Meaning, Objectives, Importance, Scope, RORO / LASH</p>	15
4	<p>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</p> <p>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</p> <p>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</p> <p>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</p>	15
	TOTAL	60



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Course Outcomes:		
CO1	The student will get a clarity on the concepts of Logistics and Supply Chain Management	L1,L2,L3,L4
CO2	Student will be acquainted with various elements of logistics mix like transportation, warehousing, material handling and packaging.	L1,L2,L3,L4
CO3	Student will be familiarized with various inventory management techniques, various costing methods, and performance management chain management.	L1,L2,L3,L4
CO4	The student will be acquainted with recent trends in logistics and supply chain management.	L1,L2,L3,L4

Recommended Resources	
<p>Reference Books and E-Resources</p> <p>Webliography:</p>	<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 Company



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TY Bachelors of Management Studies		Semester - V	
Course Name: Corporate Communication and Public Relations		Course Code: VMCC313	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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.
4	To understand laws and ethics of corporate communication and public relations effectively

Unit	Content	No. of Lectures
1	FOUNDATION OF CORPORATE COMMUNICATION	15
	<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 • Corporate Blogging Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog 	



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	UNDERSTANDING PUBLIC RELATIONS	
2	Fundamental of Public Relations: Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business	15
	<ul style="list-style-type: none"> ● Information Technology in Corporate Communication Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation 	
	<ul style="list-style-type: none"> ● Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations 	
	<ul style="list-style-type: none"> ● Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory 	
	<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 	
	<ul style="list-style-type: none"> ● Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building 	
	TOTAL	30

Course Outcomes:		
CO1	After the completion of the course, students will be able to learn & know about the basic concepts of corporate communication and ethics.	L1,L3,L4
CO2	Gaining Knowledge about functions of PR in corporate & crisis communication.	L1,L2,L3,L4
CO3	Understand Recent trends in corporate communication and its relations.	L1,L3,L4
CO4	Understand emerging technologies used in Corporate Communication.	L1,L3,L4

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 <p>ication: The Cost Effective Use of Message & Medium Sandra Oliver, Handbook of Corporate Communication & Public Relations Across – Cultural Approach</p>



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- | | |
|--|---|
| | <ul style="list-style-type: none">● Rosella Gambetti, Stephen Quigley, Managing Corporate Communication● Joseph Fernandez, Corporate Communications: A 21st Century Primer
Principles of Corporate Communication. |
|--|---|



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INTERNAL EVALUATION

• For Major, Major Elective, Minor & Vocational Skill (VSC) Courses

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 / Presentation	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

EXTERNAL EVALUATION

• For Major, Major Elective, Minor & Vocational Skill (VSC) Courses

- **Maximum Marks: 60**
- **Questions to be set: 04**
- **Duration: 2 Hours**
- **All Questions are compulsory carrying 15 marks each**

Q. No.	Description	Marks
Q.1	Full Length Question OR Full Length Question	15
Q.2	Full Length Question OR Full Length Question	15
Q.3	Full Length Question OR Full Length Question	15
Q.4	Full Length Question OR Full Length Question	15
	TOTAL MARKS	60

Note: Question of 15 marks can be further sub-divided into questions of 5/5/5, 8/7 or 10/5.



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• Distribution of marks as per Units, COs and Bloom's Taxonomy					
Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Explain	Understanding (L1)	Short notes	15	25
2	CO2: Apply	Applying (L2)	Essay Type: Problem solving	15	25
3	CO3: Analyse/ Evaluate	Analysing/Evaluating (L3)	Essay Type: Case Study	15	25
4	CO4: Create	Creating (L4)	Essay Type – application based task	15	25



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Syllabus Prepared by:	
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19.	Ms. Amruta Khanolkar, Member, Syllabus Committee, Visiting Faculty
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21.	Ms. Ashwini Mondkar, Member, Syllabus Committee, Visiting Faculty
22.	Ms. Preeti Chaudhary, Member, Syllabus Committee Visiting Faculty
23.	Mr. Viral Rami, Member, Syllabus Committee Visiting Faculty
24.	Mr. Venkat Raman, Member, Syllabus Committee Visiting Faculty



Semester VI



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<u>B. M. S. Semester VI</u>		
Course Code	Full Name of Course (With Paper)	Credit Points
	Major Course (Major) (Any 3 Combinations)	
	<u>Marketing Electives</u>	
VMRM350	Retail Management	4
VMIM351	International Marketing	4
VMBM352	Brand Management	2
	<u>Human Resource Electives</u>	
VMSS353	HRM in Service Sector Management	4
VMGP354	HRM in Global Perspective	4
VMAA355	HR Audit & Accounting	2
	<u>Finance Electives</u>	
VMIF356	International Finance	4
VMSF357	Strategic Financial Management	4
VMIF358	Innovative Financial Services	2
	Major Elective	4
	<u>Marketing Electives</u>	
VMMP359	Media Planning & Management	
	<u>Human Resource Electives</u>	
VMOD360	Organisational Development	
	<u>Finance Electives</u>	
VMIT361	Indirect Tax	
	Minor Course (Minor)	
VMOR362	Operations Research	4
	On Job Training	
VMIP363	Internship Based Project	4
	Total	22



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TY Bachelors of Management Studies		Semester VI	
Course Name: RETAIL MANAGEMENT		Course Code: VMRM350	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<ul style="list-style-type: none"> ● RETAIL MANAGEMENT- AN OVERVIEW ● 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
2	<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: 	15



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	<p>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 Retail Store Chain/Department Store.</p>	
3	<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 <p>Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing, Variable Pricing by Market Segment/Third Degree Price Discrimination.</p>	
4	<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) <p>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 Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms Visual Merchandising and Display: Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</p>	15



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	<p>The Concept of Plano gram Display- Meaning, Methods of Display, Errors in Creating Display.</p> <ul style="list-style-type: none"> ● Mall Management <p>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</p> <ul style="list-style-type: none"> ● Ethical Issues in Retailing <p>Career Options in Retailing</p>	
TOTAL		60

Course Outcomes:

CO1	Understand different retail formats, strategies and their applications in various market context.	L1 ,L2 &L3
CO2	Develop and implement effective retail merchandising and visual merchandising plan.	L1 ,L2 &L3
CO3	Analyze the case studies of successful and unsuccessful retail business.	L1 ,L2 & L3
CO4	Create and manage effective marketing campaigns for retail business.	L1 ,L2 & L3

Recommended Resources

Reference Books -	<p>Michael Levy & Barton A. Weitz, “Retailing Management”, Tata Mc GrawHill</p> <ul style="list-style-type: none"> ● Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai. ● Jim, “Retail Strategies-understanding why we shop”, Jaico Publishing House, Mumbai. ● Dunne Lusch, “Retail Management”, South Western Cengage Learning ● K.S. Menon, “Store Management”, Macmillan India Ltd., ● Keith Lincoln, Lars Thomessen & Anthony Aconis, “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.
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<u>E-Resources</u> Webliography:	
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TY Bachelors of Management Studies		Semester VI	
Course Name: International Marketing		Course Code: VMIM351	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<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
	INTERNATIONAL MARKETING ENVIRONMENT	
2	<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 	



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	(Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's SixDimension of Culture , Cultural Values (Individualism v/sCollectivism)	
	INTERNATIONAL MARKETING MIX	
3	<p>International Product Decision International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role ofPackaging and Labelling in International Markets, BrandingDecisions in International Markets, International MarketSegmentation and Targeting, International Product Positioning.</p> <ul style="list-style-type: none"> ● International Pricing Decision:Concept of International Pricing, Objectives of InternationalPricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based,Competition Based , Value Pricing, Target Return Pricing andGoing RatePricingInternational Pricing Strategies : Skimming Pricing, PenetrationPricing , Predatory PricingInternational Pricing Issues : Gray Market , Counter Trade,Dumping, Transfer Pricing. ● International Distribution Decisions Concept of International Distribution Channels, Types ofInternational Distribution Channels, Factors InfluencingSelection of International Distribution Channel. ● International Promotion Decisions Concept of International Promotion DecisionPlanning International Promotional Campaigns: Steps -Determine the Target Audience, Determine SpecificCampaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness Standardization V/S Adaptation of International PromotionalStrategies.International Promotional Tools/Elements. 	15
	DEVELOPMENTS IN INTERNATIONAL MARKETING	
4	<ul style="list-style-type: none"> ● Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining InternationalOrganisational Design, Controlling International Marketing Operations, Devising International Marketing PlanLetter of Credit ● International strategies:Need for International Strategies, Types of InternationalStrategies. International Marketing of ServicesConcept of International Service Marketing, Features ofInternational Service Marketing, Need ofInternational ServiceMarketing, Drivers of Global Service Marketing, Advantages andDisadvantages of Global Service Marketing, Service Culture, Promoting India as a Tourist Destination. 	15
	TOTAL	60



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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.	L1,L2,L3 &L4
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.	L1,L2,L3 &L4
CO3	The student will be in a position to understand decisions related to International products, pricing, distribution and promotions in International Markets.	L1,L2,L3 &L4
CO4	The student will be acquainted with planning and implementation of International strategies, as well as International marketing of Services.	L1,L2,L3 &L4

Recommended Resources	
Reference Books -	<p>Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition2011</p> <ul style="list-style-type: none"> ● 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 andStrategy, Pearson Publication, Third Edition ● Francis Cherunilam, International Business, PHI Leaning PrivateLimited 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 UniversityPress, 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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TY Bachelors of Management Studies		Semester VI	
Course Name: BRAND MANAGEMENT		Course Code: VMBM352	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<p>INTRODUCTION TO BRAND MANAGEMENT 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>	10
2	<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 Communication Programs Leveraging Secondary Brand Associations to Build Brand Equity Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 	10



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	MEASURING AND INTERPRETING BRAND PERFORMANCE	
3	<ul style="list-style-type: none"> • The Brand Value Chain • Measuring Sources of Brand Equity: • Brand Image, Brand Responses, Young and Rubicam's Brand Asset Valuator Measuring Outcomes of Brand Equity. • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis. • Designing & Implementing Branding Strategies: • Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels. Meaning of Cause Marketing, Cause Marketing to Build Brand Equity: Advantages, Green Marketing. • Brand Extensions: <ul style="list-style-type: none"> ○ Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity ○ Managing Brands overtime: ○ Reinforcing Brands, Revitalising Brands • Building Global Customer Based Brand Equity. 	10
	○	
	TOTAL	30

Course Outcomes:

CO1	Understand brand management concepts and principles.	L1 ,L2 &L3
CO2	Analyze existing brand's strategies and their effectiveness.	L1 ,L2 &L3
CO3	Evaluate the impact of branding decision on consumer perception and market share.	L1 ,L2 &L3
CO4	Develop and propose a comprehensive brand strategy for a given product and services.	L1 ,L2 &L3

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 Brand Management-2008 ● Elliot, Richard, Strategic Brand Management-2008 ● Kapferer, Jean-Noel, Strategic Brand Management-2000 ● Kishen, Ram, Strategic Brand Management-2013 ● Keller Kevin Lane, Strategic Brand Management 4e-2015
<u>E-Resources</u>	



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Webliography:	
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TY Bachelors of Management Studies		Semester VI	
Course Name: Human Resource Management in Service Sector Management		Course Code: VMSS353	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	SERVICE SECTOR MANAGEMENT- AN OVERVIEW	15
	• Services - Meaning, Features, Classification of Services	
	• 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, Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model	
	• Role of Service Employee, Role of Customers in Service Process	
	• Service Encounter and Moment of Truth – Meaning, Nature, Elements of Service Encounter	
2	MANAGING HUMAN ELEMENT IN SERVICE SECTOR	15
	• Human Element in Service Sector	
	• The Services Triangle	
	• Front Line Employees /Boundary Spanners, Person/ Role Conflicts	
	• Emotional Labour – Meaning, Strategies for Managing	
	• Recruitment and Selection of Service Sector employees–	



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	<ul style="list-style-type: none"> • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitations 	
3	ISSUES AND CHALLENGES OF HR IN SERVICE SECTOR	15
	<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 	
	<ul style="list-style-type: none"> • Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers 	
	<ul style="list-style-type: none"> • HRM in Public Sector Organizations and Non – Profit Sector in India 	
	<ul style="list-style-type: none"> • Issues and Challenges of HR in Specific Services 	
4	HRP EVALUATION, ATTRITION, RETENTION & GLOBALIZATION	15
	<ul style="list-style-type: none"> • Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector 	
	<ul style="list-style-type: none"> • Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model 	
	<ul style="list-style-type: none"> • Attrition in Service Sector – Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success 	
	<ul style="list-style-type: none"> • Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers 	
	<ul style="list-style-type: none"> • Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 	
	TOTAL	60



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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	L1, L2, L3 L4
CO2	Learner will understand and apply theory as how service sectors are managed through emotion labourers and importance of right person for the right job	L1, L2, L3 L4
CO3	To make student aware and evaluate the importance of quality in service sector and issues and challenges that are faced by human resource in specific sector	L1, L2, L3 L4
CO4	To make student understand how to create service benchmarks by service leaders retaining best people in service sector and globalisation of Indian service sector. Learner will get clear understanding of working of HRM department in service sector	L1, L2, L3 L4

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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TY Bachelors of Management Studies		Semester VI	
Course Name: HRM in Global Perspective		Course Code: VMGP354	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	INTERNATIONAL HRM – AN OVERVIEW	15
	a. International HRM - Meaning and Features - Objectives - Evolution of IHRM - Reasons for Emergency of IHRM - Significance of IHRM in International Business - Scope/Functions	
	b. Difference between International HRM and Domestic HRM	
	c. Approaches to IHRM - Ethnocentric - Polycentric - Geocentric - Re-geocentric	
	d. Limitations to IHRM	
	e. Qualities of Global Managers	
	f. Organizational Dynamics and IHRM	
	g. Components of IHRM - Cross Cultural Management - Comparative HRM	



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	<p>h. Cross Cultural Management</p> <ul style="list-style-type: none"> - 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 	
	<p>i. Comparative HRM</p> <ul style="list-style-type: none"> - Meaning - Importance - Difference between IHRM and Comparative HRM 	
	<p>j. Managing Diversity in work force</p>	
	<p>k. Dealing with Cultural Shock</p>	
	<p>GLOBAL HRM FUNCTIONS</p>	
	<p>a. International Recruitment and Selection</p> <ul style="list-style-type: none"> - Meaning - Sources of International Labour Market - Global Staffing - Selection Criteria - Managing Global Diverse Workforce 	
	<p>b. International Compensation</p> <ul style="list-style-type: none"> - Meaning - Objectives - Components of International Compensation Program - Approaches to International Compensation 	
2	<p>c. HRM Perspectives in Training and Development</p> <ul style="list-style-type: none"> - Meaning - Advantages - Cross Cultural Training - Issues in Cross Cultural Training 	15
	<p>d. International Performance Management</p> <ul style="list-style-type: none"> - Meaning - Factors influencing Performance - Criterion used for Performance Appraisal of International Employees - Problems faced in International Performance Management 	
	<p>e. Motivation and Reward System</p> <ul style="list-style-type: none"> - Meaning - Benchmarking Global Practices 	
	<p>f. International Industrial Relations</p> <ul style="list-style-type: none"> - Meaning - Key Issues in International Industrial Relations, Trade Union and International IR 	



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3	MANAGING EXPATRIATION AND REPATRIATION	15
	a. Concepts of PCNs (Parent-Country Nationals), TCNs (Third-Country Nationals) and HCNs (Host-Country Nationals)	
	b. Expatriation - Meaning - Reasons for Expatriation - Factors in Selection of Expatriates - Advantages of Using Expatriates - Limitations of using Expatriates - Role of Family - Role of non-expatriates - Reasons for Expatriate Failure - Women and Expatriation - Requirements/Characteristics of Effective Expatriate Managers	
	c. Repatriation - Meaning - Repatriation Process - Factors affecting Repatriation	
	d. Process, Role of Repatriate & Challenges faced by Repatriates	
4	INTERNATIONAL HRM TRENDS AND CHALLENGES	15
	a. Emerging Trends in IHRM	
	b. Off Shoring - Meaning - Importance - Off Shoring and HRM in India	
	c. 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	
	d. Managing International Projects and Teams - Meaning - How Projects are managed across the World and Challenges in managing International Projects across the World	
	e. HR in MNCs – Industrial Relations in MNCs	
	f. Role of Technology on IHRM	
	g. IHRM and Virtual Organization - Meaning and Features of Virtual Organization - Difference between Virtual Organization and Traditional Organization - Managing HR in Virtual Organization	



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	h. Growth in Strategic Alliances and Cross Border Mergers and Acquisitions - Impact on IHRM	
	i. Knowledge Management and IHRM	
	TOTAL	60

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	L1, L2, L3, L4
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 employees	L1, L2, L3, L4
CO3	Understand how to deal with expatriate and repatriate employee and provide resolution to their problems.	L1, L2, L3, L4
CO4	Understand the current trends in HRM and use of technology in HRM	L1, L2, L3, L4

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
<u>E-Resources</u> <u>Webliography:</u>	



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TY Bachelors of Management Studies		Semester VI	
Course Name: Human Resources Audit & Accounting		Course Code: VMAA355	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	<ul style="list-style-type: none"> • Human Resource Accounting – Meaning, Need and Objectives of HR Accounting, Benefits and Limitations of Human Resource Accounting • Historical Development of Human Resource Accounting and Cost of Human Resource • Reporting of Human Resource Accounting at National Levels • Disclosures at International Level • Cost of Production Approach -Concept • Capitalized Earnings Approach - Concept • Statutory Provisions governing HR accounts • Human Resource Accounting Practices in India 	10
2	<ul style="list-style-type: none"> • Human Resource Audit - Meaning, Features, Objectives, Benefits and limitations, Need and Significance, Process and Approaches of HR Audit • Principles of Effective HR Auditing • Role of HR Auditor • Methods of conducting HR Audit and Workforce Issues 	10
3	<ul style="list-style-type: none"> • Areas covered by HR Audit • HR Audit as Intervention • Human Resource Audit and Business Linkages 	10



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	• Human Resource Auditing as a Tool of Human Resource Valuation	
	TOTAL	30

Course Outcomes:		
CO1	A complete overview of Human Resource Accounting encompassing historical development, Cost involved in Human Resources, Reporting at national and international level	L1,L2,L3,L4
CO2	Understand of Human Resource Accounting methods	L1,L2,L3,L4
CO3	A complete overview of Human Resource Audit – Process, approaches, workforce issues	L1,L2,L3,L4
CO4	Will give a fair perspective on HR Audit for Legal Compliance and Safe Business Practices, areas covered by HR Audit and significance of HRD.	L1,L2,L3,L4

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. Kulshreshtha , 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
<u>E-Resources</u>	
Webliography:	



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TY Bachelors of Management Studies		Semester VI	
Course Name: International Finance		Course Code: VMIF356	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	INTRODUCTION TO BUSINESS ENVIRONMENT	15
	FUNDAMENTALS OF INTERNATIONAL FINANCE : 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% 	



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	Factors Affecting Exchange Rates	
2	FOREIGN EXCHANGE MARKETS, EXCHANGE RATE DETERMINATION & CURRENCY DERIVATIVES :	15
	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.	
3	WORLD FINANCIAL MARKETS & INSTITUTIONS & RISKS :	15
	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	



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	and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV	
	Foreign Exchange Derivatives : An Introduction	
4	FOREIGN EXCHANGE RISK, APPRAISAL & TAX MANAGEMENT :	15
	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	
	TOTAL	60

Course Outcomes:

CO1	After the completion of the course , students will be able to 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 McGraw Hill. • Cheol , S.Eun & Bruce G.Resnick ,International Finance Management. • Maurice D.Levi, International Finance – Special Indian Edition.
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	<ul style="list-style-type: none">• Prakash G. Apte, International Finance – A Business Perspective.• V.A.Aadhani , International Finance
<u>E-Resources</u> Webliography:	



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TY Bachelors of Management Studies		Semester VI	
Course Name: Strategic Financial Management		Course Code: VMSF357	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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.

Unit	Content	No. of Lectures
1	DIVIDEND DECISION AND XBRL	15
	1) 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	
	2) XBRL: Introduction, Advantages and Disadvantages, Features and Users	
2	SHAREHOLDER VALUE AND CORPORATE GOVERNANCE / CORPORATE RESTRUCTURING	15
	1) Shareholder Value and Corporate Governance: 2) Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India.	
	Corporate Restructuring: 3) 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	
3	FINANCIAL MANAGEMENT IN BANKING SECTOR AND WORKING CAPITAL FINANCING	15
	1) Financial Management in Banking Sector: An Introduction, Classification of Investments, NPA & their Provisioning, Classes of	



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	Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances.	
	2) Working Capital Financing: Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach and factoring.	
4	Project Evaluation	15
	Factors affecting cost of project, feasibility study, project appraisal through due diligence – legal and financial, credit risk management in project finance and preparation of detailed project report.	
	TOTAL	60

Course Outcomes:		
CO1	Student will be able to understand the concept of dividend decisions and XBRL (Business Language) and analyse the dividend decisions taken by the company.	L1, L3
CO2	Student will be able to evaluate the corporate restructuring decisions and solve practical problems.	L3, L4
CO3	Student will be able to create the model of working capital finance and understand factoring and various other ways of financing.	L1, L4
CO4	Student will be able to understand and analyse project management and will be able to create detailed project management report.	L1, L3, L4

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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TY Bachelors of Management Studies		Semester VI	
Course Name: Innovative Financial Services		Course Code: VMIF358	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	INTRODUCTION TO TRADITIONAL FINANCIAL SERVICES	15
	a. 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 b. 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	



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	<ul style="list-style-type: none"> - Practical Problems 	
	<p>c. Bill Discounting</p> <ul style="list-style-type: none"> - Introduction - Framework - Bill Market Schemes - Factoring V/s Bill Discounting in Receivable Management 	
	CONSUMER FINANCE AND CREDIT RATING	
	<p>a. Consumer Finance</p> <ul style="list-style-type: none"> - 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 	
2	<p>b. Plastic Money</p> <ul style="list-style-type: none"> - 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 	15
	<p>c. Smart Cards</p> <ul style="list-style-type: none"> - Features - Types - Security Features and Financial Applications 	
	<p>d. Credit Rating</p> <ul style="list-style-type: none"> - 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 	
	TOTAL	30



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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	L1, L2, L3, L4
CO2	Understand consumer finance, plastic money and credit rating	L1, L2, L3, L4

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:	



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TY Bachelors of Management Studies		Semester VI	
Course Name: Media Planning & Management		Course Code: VMMP359	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To understand Media Planning, Strategy and Management with reference to current business scenario.
2	To understand different media mix to be used by businesses with reasons of selecting them.
3	To know the basic characteristics of all media to ensure most effective use of advertising budget.
4	To provide an insight on evaluation of Media Planning and media buying.

Unit	Content	No. of Lectures
1	OVERVIEW OF MEDIA AND MEDIA PLANNING <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 	15
	<ul style="list-style-type: none"> 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 	
2	MEDIA MIX & MEDIA STRATEGY <ul style="list-style-type: none"> Media Mix: 	15



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	<p>Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix</p> <ul style="list-style-type: none"> • 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 Decision, Advantages and Limitations • 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 <ul style="list-style-type: none"> • 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. 	
3	<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 	15



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	<p>Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback Criteria in Media Buying</p>	
	<ul style="list-style-type: none"> • 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 	
4	<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
	<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. <p>Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	
	TOTAL	60



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Course Outcomes:		
CO1	To understand basic elements of media planning along with the media research.	L1,L2
CO2	Analysis and application of media mix for different types of organisations.	L1,L2,L3,L4
CO3	To provide knowledge and analysis of media buying and scheduling.	L1,L3
CO4	To measure the outcome of media planning and buying process.	L2,L3,L4

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:	



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TY Bachelors of Management Studies		Semester VI	
Course Name: Organisational Development		Course Code: VMOD360	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:	
1	Students will learn the fundamental concepts of organizational development and its relevance in the organization and the various phases of an OD program.
2	Students will identify organizational issues, conduct assessments and analyse organizational situations to determine the OD diagnosis and renewals.
3	OD interventions techniques gives knowledge to student show to focus on designing and implementing OD interventions.
4	Students can get an insight into ethical issues in OD and how to resolve it to make organizational performance effectiveness.

Unit	Content	No. of Lectures
1	ORGANISATIONAL DEVELOPMENT – ANOVERVIEW:	15
	• 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	
2	ORGANISATIONAL DIAGNOSIS, RENEWAL AND CHANGE:	15



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	<ul style="list-style-type: none"> Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis 	
	<ul style="list-style-type: none"> Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development 	
	<ul style="list-style-type: none"> Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change 	
	<ul style="list-style-type: none"> Change Agents- Meaning, Features, Types, Role, Skills required Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development 	
	<p>OD INTERVENTIONS</p> <ul style="list-style-type: none"> OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions 	
3	<ul style="list-style-type: none"> Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention 	15
	<ul style="list-style-type: none"> 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 <p>Evaluation of OD Interventions : Process, Types, Methods, Importance</p>	
	<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 	
4	<ul style="list-style-type: none"> Values in OD – Meaning, Professional Values, Value Conflict and Dilemma 	15
	<ul style="list-style-type: none"> Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals 	



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	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	60

Course Outcomes:		
CO1	Students learn organizational development concepts and relevance to organization.	L1,L2,L3,L4
CO2	Enhance the students to learn various organizational techniques and renewal tools to implement in organizational development program.	L1,L2,L3,L4
CO3	Students can learn various organizational interventions to meet the challenges like team building, surveys and change management initiatives.	L1,L2,L3,L4
CO4	Students can understand the ethical considerations and implications of OD practices within organizations.	L1,L2,L3,L4

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



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	Wendell L French, Cecil H Bell, Jr, Veena Vohra ,Organisation Development , Sixth Edition, Pearson education
<u>E-Resources</u> Webliography:	



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TY Bachelors of Management Studies		Semester VI	
Course Name: INDIRECT TAX		Course Code: VMIT361	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To acquaint students with the basic concepts of Goods & Services Tax in India.
2	To help students understand the applicability of GST
3	To equip students with rates under GST and their applicability
4	To equip students with basic understanding of provisions related to computation of tax liability under GST.

Unit	Content	No. of Lectures
1	INTRODUCTION TO INDIRECT TAXATION AND GST	10
	Basics for Taxation	
	Introduction to GST	
2	LEVY AND COLLECTION OF GST	10
	Charge of GST, Levy and Collection GST, Composite and Mixed Supplies under GST, Power to Grant Exemption, Negative list of GST, GST Rate Schedule for Goods and Services	
3	CONCEPT OF SUPPLY	15
	<ul style="list-style-type: none"> • Taxable Event Supply • Place of Supply • Time of Supply • Value of Supply 	
4	DOCUMENTATION & REGISTRATION	15
	<ul style="list-style-type: none"> • Tax Invoices, Credit and Debit notes 	
	<ul style="list-style-type: none"> • Registration – Persons liable for Registration, Persons not liable for Registration, • Procedure for Registration, Deemed Registration,, Amendment, Cancellation and Revocation of Registration. 	
5	INPUT TAX CREDIT AND COMPUTATION OF GST <ul style="list-style-type: none"> • Eligibility and conditions for taking Input Tax Credit • Apportionment of credit & Blocked credits • Credit in special circumstances 	10



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	<ul style="list-style-type: none"> • Computation of GST under Inter State supplies and Intra State Supplies 	
	TOTAL	60

Course Outcomes:		
CO1	Concept of indirect tax , Advantages of one nation one tax, GST council, GST act and its implication	L1, L2
CO2	Levy of GST and application of concepts of Supply	L1, L2
CO3	Procedures for registration and documentation under GST	L2, L3
CO4	Computation of tax liability under GST	L3, L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Indirect Taxes: Law and Practice by V.S. Datey, Taxmann • Indirect Taxes by V.S. Balchandra, Sultan Chand and Sons, New Delhi • GST Law & practice with Customs & FTP by V.S. Datey, Taxmann • GST by V.S. Datey, Taxmann • GST & customs Law by K.M. Bansal, University Edition • GST Law & practice with Customs & FTP by Vineet Sodhani, Snow White Publications • GST Law & practice with Customs & FTP by Sanjiv Agarwal, Snow White Publications • Indirect taxes (Containing GST, Customs & FTP) by MOhd. Rafi, Bharat Publications •
<u>E-Resources</u> Webliography:	<p>Clear tax www.gst.gov.in</p>



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TY Bachelors of Management Studies		Semester VI	
Course Name: Operations Research		Course Code: VMOR362	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To understand operations research methodologies and its applications.
2	To be able to solve various decision-making problems.
3	To be able to evaluate and analyse different projects.
4	To be proficient in case analysis and interpretation.

Unit	Content	No. of Lectures
1	<p>Introduction to Operations Research: Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</p> <p>Linear Programming Problem Formulation: Introduction to Linear Programming, Applications of LP, Assumptions Underlying Linear Programming, Components of LP, Decision Variables, Objective Function, Constraints, Non-Negativity Constraints.</p> <p>Linear Programming Problem Solution by Graphical Method: Maximization & Minimization Type Problems, Two Decision Variables and Maximum Three Constraints Problem, Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</p> <p>Linear Programming Problem Solution by Simplex Method: Only Maximization Type Problems, Numerical on Degeneracy in Maximization Simplex Problems, Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Three Iterations), All Constraints to be “less than or equal to” Constraints, Concepts: Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</p>	20
2	Assignment Problem – Hungarian Method:	15



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	<p>Maximization & Minimization Type Problems, Balanced and Unbalanced Problems, Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</p> <p>Simple Formulation of Assignment Problems, Maximum 5 x 5 Matrix. Up to Maximum Three Iterations after Row and Column Minimization.</p> <p>Transportation Problems: Maximization & Minimization Type Problems, Balanced and Unbalanced problems, Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</p> <p>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, Maximum Two Iterations (i.e. Maximum Two Loops) after IFS.</p>	
	<p>NETWORK ANALYSIS</p> <p>Critical Path Method (CPM): Concepts: Activity, Event, Merge Event, Burst Event, Concurrent, Construction of a Network Diagram, Node Relationship and Precedence Relationship, Principles of Constructing Network Diagram, Use of Dummy Activity, Problems Consisting of Maximum Ten (10) Activities, Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time, Forward Pass and Backward Pass, EST, EFT, LST, LFT, Slacks, Floats.</p> <p>Project Crashing: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities, Cost Slope of an Activity, Direct Cost, Indirect Cost, Total Cost, Time-Cost Trade off in Project Crashing, Crashing, Optimal Project Cost and Optimal Project Completion Time, Problems Consisting of Maximum Ten (10) Activities.</p> <p>Program Evaluation and Review Technique (PERT): Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b), Expected Time (te) of an Activity, variance and standard deviation of activities, PERT Network, Problems Consisting of Maximum Ten (10) Activities, Expected Project Completion Time, Calculation of Probability and Simple Questions related to PERT Technique, Difference between CPM and PERT.</p>	15
	<p>JOB SEQUENCING AND THEORY OF GAMES</p> <p>Job Sequencing Problem: Principle Assumptions, Terminology, Processing Maximum 9 Jobs through Two Machines, Processing Maximum 6 Jobs through Three Machines, Calculations of Idle Time, Elapsed Time.</p> <p>Theory of Games:</p>	10



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	Terminology of Game Theory, Types of Games, Problems on Two Person Zero Sum Games Pure Strategy Games using both Maximin and Minimax Criterion and Principles of Dominance method.	
	TOTAL	60

Course Outcomes:

CO1	Students will understand the concepts, methodologies, applications of Operations Research and will be able to evaluate optimal product mix and make efficient decisions.	L1, L3, L4
CO2	Students will be able to perform optimal transportation schedule and assignment process in order to optimise the resources.	L2, L3, L4
CO3	Students will understand the concepts of Network Analysis and be able to analyse projects and evaluate the optimal way of carrying out the project to optimise resources.	L1, L3, L4
CO4	Students will understand the systematic competitive approach for deciding best strategy in competitive situations and will be able to do allocations of works efficiently.	L1, L2, L3

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.
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	<ul style="list-style-type: none">• 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.
<u>E-Resources</u> Webliography:	



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INTERNAL EVALUATION

• For Major, Major Elective, Minor & Vocational Skill (VSC) Courses

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 / Presentation	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

EXTERNAL EVALUATION

• For Major, Major Elective, Minor & Vocational Skill (VSC) Courses

- **Maximum Marks: 60**
- **Questions to be set: 04**
- **Duration: 2 Hours**
- **All Questions are compulsory carrying 15 marks each**

Q. No.	Description	Marks
Q.1	Full Length Question OR Full Length Question	15
Q.2	Full Length Question OR Full Length Question	15
Q.3	Full Length Question OR Full Length Question	15
Q.4	Full Length Question OR Full Length Question	15
	TOTAL MARKS	60

Note: Question of 15 marks can be further sub-divided into questions of 5/5/5, 8/7 or 10/5.



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• Distribution of marks as per Units, COs and Bloom's Taxonomy					
Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Explain	Understanding (L1)	Short notes	15	25
2	CO2: Apply	Applying (L2)	Essay Type: Problem solving	15	25
3	CO3: Analyse/ Evaluate	Analysing/Evaluating (L3)	Essay Type: Case Study	15	25
4	CO4: Create	Creating (L4)	Essay Type – application based task	15	25



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22.	Ms. Preeti Chaudhary, Member, Syllabus Committee Visiting Faculty
23.	Mr. Viral Rami, Member, Syllabus Committee Visiting Faculty
24.	Mr. Venkat Raman, Member, Syllabus Committee Visiting Faculty





--THE END--

