



Malad Kandivli Education Society's  
**NAGINDAS KHANDWALA COLLEGE**  
 OF COMMERCE, ARTS & MANAGEMENT STUDIES  
 AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE

(Re-accredited (3<sup>rd</sup> cycle) by NAAC with 'A' Grade)  
 ISO 9001 : 2015 Certified

Autonomous (2016-17)

Educational Excellence Award By Indus Foundation, U.S.A.  
 IMC Ramkrishna Bajaj National Quality Commendation Certificate

Providing Syllabus copy of the courses highlighting the focus on employability/  
 entrepreneurship/ skill development along with their course outcomes.

Sr. No.	Courses	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1	Bachelor of Commerce (B.COM)	✓	✓	✓	✓	✓	5
2	Bachelor of Arts (B.A)	✓	✓	✓	✓	✓	5
3	Bachelor in Management Studies- (BMS)	✓	✓	✓	✓	✓	5
4	Bachelor of Commerce (Accounts and Finance)- BAF	✓	✓	✓	✓	✓	5
5	Bachelor of Commerce (Banking and Insurance)-BBI	✓	✓	✓	✓	✓	5
6	Bachelor of Commerce (Financial Markets)- BFM	✓	✓	✓	✓	✓	5
7	Bachelor of Science - Information Technology (B.Sc IT)	✓	✓	✓	✓	✓	5
8	Bachelor of Science- Computer Science(B.Sc CS)	✓	✓	✓	✓	✓	5
9	Bachelor of Arts- Multimedia and Mass Communication (B.A.MMC)	✓	✓	✓	✓	✓	5
10	Bachelor of Management Studies- Sports Management (BMS-SM)	X	X	✓	✓	✓	3
11	B. Com. Honours in Actuarial Studies	X	X	X	✓	✓	2
12	B.A. Honours in Apparel Design and Construction	X	X	X	✓	✓	2
13	B. Com. Honours in International Accounting	X	X	X	✓	✓	2
14	Bachelor of Management Studies- E commerce operations	X	X	X	X	✓	1
15	B.Sc. (Honours) in Integrative Nutrition & Dietetics	X	X	X	X	✓	1
16	BBA in Tourism and Travel Management	X	X	X	X	✓	1
17	B.Sc. in Interior Design	X	X	X	X	✓	1
18	Master Of Commerce-(M.COM)- Accountancy	✓	✓	✓	✓	✓	5
19	Master Of Commerce-(M.COM)- Management						
20	Master of Arts (Economics)	✓	✓	✓	✓	✓	5
21	Master of Arts (Geography)	✓	✓	✓	✓	✓	5
22	Master of Arts (Psychology)	X	X	X	✓	✓	2
23	Master of Science (Information Technology) (M.Sc IT)	✓	✓	✓	✓	✓	5
24	Master's Degree - Sports Management (MSM)	X	X	✓	✓	✓	3
25	Master of Science (Geo-informatics) (M.Sc GeoInformatics)	X	X	X	X	✓	1
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*Matta*

Prof. (Dr.) Moushumi Datta  
 I/c. Principal

# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) First Year  
*Semester III***

**Under Autonomy**

***(To be implemented from Academic Year – 2018 -  
2019)***

**PRINCIPAL**

**NAGINDAS KHANDWALA COLLEGE OF COMMERCE  
ARTS & MANAGEMENT STUDIES AND SHANTABEN  
NAGINDAS KHANDWALA COLLEGE OF SCIENCE  
(AUTONOMOUS)  
MALAD (W), MUMBAI - 400 064**

# Accounting for Managerial Decisions

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Analysis and Interpretation of Financial statements	11
2	Ratio analysis and Interpretation	11
3	Cash Flow Statement	11
4	Working Capital	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To acquaint management learners with basic accounting fundamentals.
2. To develop financial analysis skills among learners.
3. The course aims at explaining the core concepts of business finance and its importance in managing a business.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Analyse and Interpret financial statements. (Level: Analyse)

**CO2:** Calculate ratios and interpret their results (Level: Analyse)

**CO3:** Prepare cash flow statements. (Level: Apply)

**CO4:** Apply working capital and receivables management. (Level: Apply)



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**Detailed Syllabus**

Sr. No.	Modules / Units
1	<b>Analysis and Interpretation of Financial statements</b>
	<ul style="list-style-type: none"> <li>• <b>Study of balance sheet of limited companies schedule VI- (Employability).</b> Study of Manufacturing,  Trading, Profit and Loss A/c of Limited Companies</li> <li>• Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend Analysis, Comparative Statement &amp; Common Size.</li> </ul>
2	<b>Ratio analysis and Interpretation</b>
	<ul style="list-style-type: none"> <li>• <b>Ratio analysis and Interpretation</b> (based on vertical form of financial statements) including conventional and functional classification restricted to:               <ul style="list-style-type: none"> <li>• <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>• <b>Revenue statement ratios:</b> Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</li> <li>• <b>Combined ratios:</b> Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,</li> <li>• <b>Different modes of expressing ratios:-</b>Rate, Ratio, Percentage, Number.</li> </ul> </li> <li>Limitations of the use of Ratios.</li> </ul>
3	<b>Cash flow statement</b>
	Preparation of cash flow statement (Accounting Standard-3(revised))
4	<b>Working capital</b>



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	<ul style="list-style-type: none"> <li>• <b>Working capital</b>-Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</li> <li>• <b>Receivables management</b>-Meaning &amp; Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</li> </ul>
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## Reference Books

1. Srivastava R M, *Essentials of Business Finance*, Himalaya Publications
2. Anthony R N and Reece JS. *Accounting Principles*, Hoomwood Illinos , Richard D. Irvin
3. Bhattacharya SK and Dearden J. - *Accounting for Management. Text and Cases* , New Delhi.
4. Hingorani NL and ramanthan AR - *Management Accounting* , New Delhi
5. Ravi M. Kishore , *Advanced management Accounting* , Taxmann , NewDelhi
6. Maheshwari SN - *Management and Cost Accounting* , Sultan Chand , New Delhi
7. Gupta , SP - *Management Accounting* , Sahitya Bhawan , Agra

  
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# Nagindas Khandwala College



**Revised Syllabus  
 And  
 Question Paper Pattern  
 Of Course  
 Of  
 Bachelor of Management Studies (BMS) Programme  
 (Department Of Management Studies) First Year  
 Semester I  
 Under Autonomy  
 (To be implemented from Academic Year – 2018 -  
 2019)**

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**Syllabus of Courses of  
Bachelor of Management Studies (BMS) Programme  
at Semester I  
(Implemented during Academic Year 2018-19)**

**1. Business Communication- I  
(Implemented during Academic Year 2018-19)  
(wef 2018-19)**

**Module at a Glance**

Sr. No.	Modules	No. of Hours
1	Theory of Communication	11
2	Obstacles to Communication in Business World	11
3	Business Correspondence	11
4	Language and Writing Skills	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

**Objectives:**

1. The course is designed to analyze the role of communication in business.
2. The course intends to give hands on experience on Language and writing skills.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Demonstrates an understanding of the methods and modes of communication.  
(Level: Understand)

**CO2:** Illustrate ability in writing business and personal letters. (Level: Apply)

**CO3:** Analyse different modes of communication. (Level: Analyse)

**CO4:** Prepare reports and paragraphs on a given situation. (Level: Apply)



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Detailed Syllabus

Sr. No.	Modules / Units
1	<p><b>Theory of Communication</b></p> <p><b>Concept of Communication:</b> Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication</p> <p><b>Channels and Objectives of Communication: Channels-</b></p> <p>Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p><b>Objectives of Communication:</b> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given)</p> <p><b>Methods and Modes of Communication:</b></p> <p>Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette</p> <p>Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax]</p> <p>Computers and E- communication Video and Satellite Conferencing</p>
2	<p><b>Obstacles to Communication in Business World</b></p> <p><b>Problems in Communication /Barriers to Communication:</b></p> <p>Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers</p> <p><b>Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4 (Skill Development)</b></p> <p><b>Introduction to Business Ethics:</b></p> <p>Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility</p> <p>Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices:</p>





	<p>Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste,</p> <p>Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace</p> <p>Piracy, Insurance, Child Labour</p>
3	<p><b>Business Correspondence (Employability)</b></p>
	<p><b>Theory of Business Letter Writing:</b> Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing, <b>Personnel Correspondence:</b> Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]</p>
4	<p><b>Language and Writing Skills</b></p>
	<p><b>Commercial Terms used in Business Communication</b></p> <p><b>Paragraph Writing:</b> Developing an idea, using appropriate linking devices, etc. Cohesion and Coherence, self-editing, etc. [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p><b>Activities</b> Listening Comprehension Remedial Teaching Speaking Skills: Presenting a News Item, Dialogue and Speeches Paragraph Writing (Skill Development): Preparation of the first draft, Revision and Self – Editing, Rules of spelling. Reading Comprehension: Analysis of texts from the fields of Commerce and Management</p>



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MALAD (W), MUMBAI - 400 084

### Reference Books

- Agarwal, AnjuD(1989) A Practical Handbook for Consumers, IBH.
- Alien, R.K.(1970) Organisational Management through Communication.
- Ashley,A(1992) A Handbook Of Commercial Correspondence, Oxford University Press.
- Aswalthapa, K (1991)Organisational Behaviour, Himalayan Publication, Mumbai.
- Atreya N and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai.
- Bahl,J.C. and Nagamia,S.M. (1974) Modern Business Correspondence and Minute Writing.
- Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.
- Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA.
- Banerjee, Bani P (2005) Foundation of Ethics in Mangement Excel Books 10.Businessworld Special Collector's Issue: Ethics and the Manager
- Barkar, Alan(1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi.
- Basu,C.R.(1998) Business Organisation and Management, T.M.H.New Delhi.
- Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.
- Bhargava and Bhargava91971) Company Notices, Meetings and Regulations
- Black, Sam (1972) Practical Public Relations, E.L.B.S. London.
- BoveeCourtland,L and Thrill, John V(1989) Business Communication, Today McGraw Hill, New York, Taxman Publication.



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) First Year  
Semester II**

**Under Autonomy**

***(To be implemented from Academic Year – 2018 -  
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**Syllabus of Courses of  
Bachelor of Management Studies (BMS) Programme  
at Semester II  
(Implemented during Academic Year 2018-19)**

**1. Business Communication- II**

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Reading and Presentation Skills	11
2	Group Communication	11
3	Business Correspondence	11
4	Language and Writing Skills	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

**Objectives:**

1. The course is designed to analyze the role of communication in business.
2. The course intends to give hands on experience on Language and writing skills.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Apply principles of effective presentation. (Level: Apply)

**CO2:** Describe various methods of group communication. (Level: Understand)

**CO3:** Prepare trade letters. (Level: Apply)

**CO4:** Write reports and prepare summaries. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Reading and Presentation Skills</b>
	<p><b>Reading Skills for Effective Business Communication:</b>  Introduction  What is reading?  Types of Reading  SQ3R technique of Reading</p> <p><b>Presentations:</b>  Principles of Effective Presentation  How to make a Power-Point Presentation (Skill Development)  Making an Effective Presentation</p>
2	<b>Group Communication</b>
	<p><b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <p><b>Meetings:</b> Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</p> <p><b>Conference:</b> Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</p> <p><b>Public Relations (Skill Development):</b> Meaning, Functions of PR Department, External and Internal Measures of PR</p>
3	<b>Business Correspondence (Employability)</b>
	<p><b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</p> <p><b>Only following to be taught in detail:</b> - Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>[Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However, students should not be tested on the theory]</p>
4	<b>Language and Writing Skills</b>
	<p><b>Reports:</b> Parts, Types, Feasibility Reports, Investigative Reports</p> <p><b>Summarization:</b> Identification of main and supporting/sub points Presenting these in a</p>

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	cohesive manner Social Media and Communication: How Is Social Media Affecting Communication Understanding Facebook and Twitter as new ways of communication. How to tweet on Twitter Tips for more Effective tweets
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### Reference Books

- *garwal, AnjuD(1989) A Practical Handbook for Consumers, IBH.*
  - *Alien, R.K.(1970) Organisational Management through Communication.*
  - *Ashley,A(1992) A Handbook Of Commercial Correspondence, Oxford University Press.*
  - *Aswalthapa, K (1991) Organisational Behaviour, Himalayan Publication, Mumbai.*
  - *Atreya N and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai.*
  - *Bahl,J.C. and Nagamia,S.M. (1974) Modern Business Correspondence and Minute Writing.*
  - *Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.*
  - *Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA.*
  - *Banerjee, Bani P (2005) Foundation of Ethics in Mangement Excel Books 10.Business world Special Collector's Issue: Ethics and the Manager*
  - *Barkar, Alan(1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi.*
  - *Basu,C.R.(1998) Business Organisation and Management, T.M.H.New Delhi.*
  - *Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.*
  - *Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations*
  - *Black, Sam (1972) Practical Public Relations, E.L.B.S. London.*
  - *BoveeCourtland,L and Thrill, John V(1989) Business Communication, Today McGraw Hill, New York, Taxman Publication.*
  - *Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H.,New Delhi.*
  - *Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, TheDartwell Co., Chicago.*
  - *Dayal, Ishwar(1981) Managing Large Organizations: A Comparative Study.*
  - *Drucher,P.F.(1970) Technology, Management and Society, Pan Books London.*
  - *Drucher,P.F.(1974)Management Responsibilities Practices, Heinemann, London.*
  - *22.Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and Co.Calcutta.*
- Murthy, D.(2013) Twitter: Social Communication in the Twitter Age, USA, Wiley*

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# Nagindas Khandwala College



**Revised Syllabus  
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Of Course  
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Bachelor of Management Studies (BMS) Programme  
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Semester II**

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# 1. Business Economics I

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Demand analysis	11
3	Supply and Production Decisions and Cost of Production	11
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To familiarize the students with elementary Principles of Economics and Business Economics.
2. To apply business analysis to the "firm" under different market conditions.
3. To apply economic models to examine current economic scenario and evaluate policy options for addressing economic issues.
4. To gain understanding of some Macroeconomic concepts to improve their ability to understand the business climate.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Explain the basic concepts of business economics. (Level: Understand)

**CO2:** Demonstrate an understanding of demand, supply and production decisions. (Level: Apply)

**CO3:** Compute the cost of production. (Level: Apply)

**CO4:** Compare and contrast the different types of market structures. (Level: Analyse)



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Detailed Syllabus

Sr. No.	Modules / Units
1	<p><b>Introduction</b></p> <p><b>Scope and Importance of Business Economics</b> - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of <b>Marginal analysis in decision making</b>, (Skill Development)</p> <p>The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</p>
2	<p><b>Demand Analysis</b></p> <p><b>Demand Function</b> - nature of demand curve under different markets</p> <p>Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts</p> <p><b>Demand estimation and forecasting:</b> Meaning and significance - methods of demand estimation: survey and statistical methods (<i>Numerical illustrations on trend analysis and simple linear regression</i>)</p>
3	<p><b>Supply and Production Decisions and Cost of Production</b></p>

  
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	<p><b>Production function:</b> short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale.</p> <p><b>Cost concepts:</b> Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (<i>hypothetical numerical problems to be discussed</i>), LAC and Learning curve - Break even analysis (<i>with business applications</i>)</p>
4	<p><b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b></p> <p>Short run and long run equilibrium of a competitive firm and of industry</p> <p>- monopoly - short run and long- run equilibrium of a firm under Monopoly</p> <p><b>Monopolistic competition:</b> Equilibrium of a firm under monopolistic competition, debate over role of advertising (<i>Topics to be taught using case studies from real life examples</i>)</p> <p><b>Oligopolistic markets:</b> key attributes of oligopoly - Collusive and non-collusive oligopoly market - Price rigidity - Cartels and price leadership models (<i>With practical examples</i>)</p> <p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing (<i>Case studies on how pricing methods are used in business world</i>)</p>

#### Reference Books

- Kotlar, Philip, *Marketing Management*, Prentice Hall, New Delhi.
- Stanton, Etzel, Walker, *Fundamentals of Marketing*, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, *Marketing Management*, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., *Basic Marketing: A managerial approach*, Irwin, New York.
- Pillai R S, Bagavathi, *Modern Marketing*

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# Basics of Financial Services

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Financial System	11
2	Commercial Banks, RBI and development Banks	11
3	Insurance	11
4	Mutual Funds	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. The course aims at explaining the core concepts of business finance and its importance in managing a business
2. The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of financial system. (Level: Understand)

**CO2:** Appraise Commercial Banks, RBI and Development Banks. (Level: Analyse)

**CO3:** Explain the concepts of Insurance. (Level: Understand)

**CO4:** Demonstrate understanding of mutual funds. (Level: Apply)



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Sr. No.	Modules / Units
1	<p><b>Financial System:</b></p> <ul style="list-style-type: none"> <li>An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System,</li> </ul> <p>Regulatory Framework of Indian</p> <ul style="list-style-type: none"> <li>Financial System (Overview of SEBI and RBI-Role and Importance as regulators).</li> </ul>
2	<p><b>Commercial Banks, RBI And Development Banks</b></p> <ul style="list-style-type: none"> <li><b>Concept of Commercial Banks-</b> Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.</li> <li><b>Reserve Bank of India-</b> Organisation &amp; Management, Role And Functions</li> <li><b>Development Banks-</b> Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.</li> </ul>
3	<p><b>Insurance:</b></p> <ul style="list-style-type: none"> <li>Concept, Basic Characteristics of Insurance, Insurance Company Operations</li> </ul> <p>Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance (Employability)</p>
4	<p><b>Mutual Funds:</b></p> <ul style="list-style-type: none"> <li>Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India. (Employability)</li> </ul>

## Reference Books

  
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1. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company
2. Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co
3. A. Avadhani , Marketing of Financial Services-
4. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi.
5. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
6. Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi.



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# Nagindas Khandwala College



**Revised Syllabus  
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Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) First Year  
*Semester I*  
Under Autonomy  
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## 6. Business Law

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Contract Act, 1872 & Sale of Goods Act, 1930	11
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	11
3	Company Law	11
4	Intellectual Property Rights (IPR)	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at a Glance

#### Objectives:

1. To understand the key elements of Contract Act.
2. To provide insights into company Law and Intellectual Property Rights (IPR).
3. To provide student with basic understanding of Business Law.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Discuss the Contract Act, 1872 and Goods Act, 1930. (Level: Understand)

**CO2:** Apply the Consumer Protection Act, 1986. (Level: Apply)

**CO3:** Describe the Company Law. (Level: Understand)

**CO4:** Explain the Intellectual property Rights. (Level: Understand)



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Sr.No.	Modules / Units
1	<b>Contract Act, 1872 &amp; Sale of Goods Act, 1930</b>
	<ul style="list-style-type: none"> <li>• <b>Contract Act, 1872:</b> Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract.</li> <li>• <b>Sale of Goods Act, 1930:</b> Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.</li> </ul>
2	<b>Negotiable Instrument Act, 1981 &amp; Consumer Protection Act, 1986</b>
	<ul style="list-style-type: none"> <li>• <b>Negotiable Instrument Act, 1981:</b> Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque.</li> <li>• <b>Consumer Protection Act, 1986:</b> Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.</li> </ul>
3	<b>Company Law</b>
	<b>Company Law:</b> What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.
4	<b>Intellectual Property Rights (IPR)</b>
	<ul style="list-style-type: none"> <li>• <b>Intellectual Property Rights (IPR)</b> <ul style="list-style-type: none"> <li>▪ IPR definition/ objectives</li> <li>▪ <b>Patent definition (Skill Development).</b> What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications</li> <li>▪ <b>Trademarks (Skill Development),</b> definition, types of trademarks, infringement and passing off.</li> <li>▪ <b>Copy right (Skill Development)</b> definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.</li> <li>▪ Geographical indications (only short notes)</li> </ul> </li> </ul>



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### Reference Books

- Elements of mercantile Law- N.D. Kapoor
  - Business Law- P.C. Tulison
  - Business Law – SS Gulshan
  - Company Law – Dr. Avtar Singh
  - Law of Intellectual Property – V.K Taraporevala
  - Elements of mercantile Law – N.D.Kapoor
  - Business Law – P.C. Tulsian
  - Business Law – SS Gulshan
  - Company Law – Dr.Avtar Singh
- Indian contract Act – Dr.Avtar Singh



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# Nagindas Khandwala College



**Revised Syllabus  
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Question Paper Pattern  
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## 7. Business Mathematics

(Implemented during Academic Year 2018-19)

(wef 2018-19)

### Module at Glance

Sr. No.	Modules	No. of Hours
1	Elementary Financial Mathematics	11
2	Matrices and Determinants	11
3	Derivatives and Application of Derivatives	11
4	Numerical Analysis (Interpolation)	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

#### Objectives:

1. Mathematics is an important part of managing business. Business mathematics is used by commercial enterprises to record and manage business operations.
2. Commercial organizations use mathematics in accounting, inventory management, marketing, sales forecasting, and financial analysis.

#### **Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Illustrate understanding of elementary mathematics. (Level: Apply)

**CO2:** Explain matrices and determinants. (Level: Understand)

**CO3:** Describe the application of derivatives. (Level: Apply)

**CO4:** Understand numerical analysis. (Level: Understand)



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### Detailed Syllabus

Sr.No.	Modules / Units
<b>1</b>	<b>Elementary Financial Mathematics</b>
	<p><b>Simple and Compound Interest:</b> Interest Compounded once a year, more than once a year, continuous, nominal and effective rate of interest</p> <p><b>Annuity:</b> Present and future value-sinking funds</p> <p><b>Depreciation of Assets:</b> Equated Monthly Installments (EMI) using flat interest rate and reducing balance method.</p> <p><b>Permutation and Combination:</b> (Simple Problems to be solved with the calculator only)</p>
<b>2</b>	<b>Matrices and Determinants</b>
	<p><b>Determinants of a Matrix of order two or three:</b> Properties and Results of Determinants, Solving a system of linear equations using Cramer's Rule.</p> <p><b>Matrices:</b> Some important definitions and some important results, Matrix operation (Addition, Scalar Multiplication, Matrix Multiplication, Transpose of a Matrix), Inverse of a Matrix (Up to Order Three) using ad-joint of a matrix and matrix inversion method, Application of Matrices in Decision Making</p> <p><b>Case Studies:</b> Input Output Analysis (Skill Development)</p>
<b>3</b>	<b>Derivatives and Application of Derivatives</b>
	<p><b>Functions:</b> Algebraic function and the Functions used in business and Economics, Break Even and Equilibrium Point</p> <p><b>Introduction and Concept:</b> Derivatives of Constant Function, Logarithmic Functions, Polynomial and Exponential Function.</p>
	<p><b>Functions:</b> Algebraic function and the Functions used in business and Economics, Break Even and Equilibrium Point</p> <p><b>Introduction and Concept:</b> Derivatives of Constant Function, Logarithmic Functions, Polynomial and Exponential Function.</p> <p><b>Rules of Derivatives:</b> Addition, Multiplication, Quotient, Second Order Derivatives</p> <p><b>Application of Derivatives (Employability):</b> Maxima, Minima, Average Cost and Marginal Cost, Total Revenue, Marginal Revenue, Average Revenue, Average and Marginal Profit, Price Elasticity of Demand</p>
<b>4</b>	<b>Numerical Analysis (Interpolation)</b>
	<p><b>Introduction and Concept:</b> Finite Differences – Forward Difference Operator – Newton's Forward Difference Formula with simple examples</p> <p>Backward Difference Operator – Newton's Backward Interpolation Formula with simple examples</p>



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### Reference Books

- Business Mathematics and Statistics Dr. S.R.Arora & Dr.Kavita Gupta
- Quantitative Analysis for Management Barry Render, Ralph Stair, Michael Hanna, T.N.Badri
- Quantitative Techniques in Management - N.D.Vohra
- Mathematics for Economics and Finance, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.
- Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications, 2006.
- Business Mathematics, J.K. Singh, 2009,Himalaya Publishing House.
- Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGraw Hill Publishing Company Ltd.
- Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima, Robert Browns Tata McGraw Hill Publishing Company Ltd
- Business Mathematics by Dr.Amarnath Dikshit & Dr.Jinendra Kumar Jain
- Business Mathematics by Bari - New Literature publishing company, Mumbai
- Mathematics for Economics and Business, RS Bhardwaj, 2010,Excel Books
- Business Mathematics, Zameerudin, Qazi, V.K. Khanna& S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi



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**Revised Syllabus  
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*Semester VI***

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# Brand Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Brand Management	11
2	Planning and Implementing Brand Marketing Programs	11
3	Measuring and Interpreting Brand Performance	11
4	Growing and Sustaining Brand Equity	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Demonstrate knowledge of the nature and processes of branding and brand management. (Level: Apply)

**CO2:** Evaluate the scope of brand management activity across the overall organisational context and analyze how it relates to other business areas. (Level: Evaluate)

**CO3:** Appraise the key issues in managing a brand portfolio and making strategic brand decisions. (Level: Analyse)

**CO4:** Analyze and discuss contemporary brand related problems and develop appropriate strategies and initiatives. (Level: Analyse)

**CO5:** Formulate and justify brand development decisions. (Level: Create)



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S N	Modules/ Units
1	<b>Introduction to Brand Management</b>
	<p>a) <b>Introduction to Brand Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, CustomerBased Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, <b>Brand Positioning (Skill Development)</b> Meaning, Importance, Basis</li> </ul>
2	<b>Planning and Implementing Brand Marketing Programs</b>
	<p>a) <b>Planning and Implementing Brand Marketing Programs:</b></p> <ul style="list-style-type: none"> <li>• Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements Integrating Marketing Programs and Activities</li> <li>• <b>Personalising Marketing (Skill Development):</b> Experiential Marketing, One to One Marketing, Permission Marketing</li> <li>• Product Strategy: Perceived Quality and Relationship Marketing</li> <li>• Pricing Strategy: Setting Prices to Build Brand Equity</li> <li>• Channel Strategy: Direct, Indirect Channels</li> <li>• Promotion Strategy: Developing Integrated Marketing Communication Programs</li> <li>• Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.</li> </ul>
3	<b>Measuring and Interpreting Brand Performance</b>
	<p>a) <b>The Brand Value Chain</b></p> <p>b) <b>Measuring Sources of Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• <b>Qualitative Research Techniques:</b> Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association</li> <li>• <b>Quantitative Research Techniques:</b> Brand Awareness: Recognition, Recall, Brand Image, Brand Responses</li> </ul> <p>c) <b>Young and Rubicam's Brand Asset Valuator</b></p> <p>d) <b>Measuring Outcomes of Brand Equity</b></p> <ul style="list-style-type: none"> <li>• <b>Comparative Methods:</b> Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</li> <li>• <b>Holistic Methods:</b> Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology</li> </ul>



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<b>4</b>	<p><b>Growing and Sustaining Brand Equity</b></p> <p><b>a) Designing &amp; Implementing Branding Strategies:</b></p> <ul style="list-style-type: none"> <li>• <b>Brand Architecture:</b> Meaning of Brand Architecture, The Brand-Product Matri, Breadth of a Branding Strategy, Depth of a Branding Strategy</li> <li>• <b>Brand Hierarchy:</b> Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels</li> <li>• <b>Cause Marketing to Build Brand Equity:</b> Meaning of Cause Marketing,</li> <li>• Advantages, Green Marketing</li> </ul> <p><b>b) Brand Extensions:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</li> </ul> <p><b>c) Managing Brands over Time:</b></p> <ul style="list-style-type: none"> <li>• Reinforcing Brands, Revitalising Brands</li> </ul> <p><b>d) Building Global Customer Based Brand Equity</b></p>
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### Reference Books

1. *Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand.*
2. *Elliot, Richard, Strategic Brand Management-2008.*
3. *Kapferer, Jean-Noel, Strategic Brand Management-2000.*
4. *Kishen, Ram, Strategic Brand Management- 2013.*
5. *Keller Kevin Lane, Strategic Brand Management 4e-2015.*



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# Business Planning & Entrepreneurial Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Foundations of Entrepreneurship Development	11
2	Types and Classification of Entrepreneurship	11
3	Entrepreneur Project Development and Business Plan	11
4	Venture Development	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2. To develop entrepreneurs and to prepare students to take the responsibility of full line of management function of a company.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Demonstrate an understanding for entrepreneurial development. (Level: Understand)

**CO2:** Classify the various types of entrepreneurs. (Level: Understand)

**CO3:** Analyse a business plan. (Level: Analyse)

**CO4:** Employ the steps involved in starting a business venture. (Level: Apply)



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### Detailed Syllabus

Sr. No.	Modules / Units
1	<p><b>Foundations of Entrepreneurship Development</b></p> <ul style="list-style-type: none"> <li>• <b>Foundations of Entrepreneurship Development:</b> Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur</li> <li>• <b>Theories of Entrepreneurship</b> Innovation Theory by Schumpeter &amp; Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen</li> <li>• <b>External Influences on Entrepreneurship Development:</b> Socio-Cultural, Political, Economical, Personal. <b>Role of Entrepreneurial culture in Entrepreneurship Development .(Entrepreneurship)</b></li> </ul>
2	<p><b>Types &amp; Classification Of Entrepreneurs</b></p> <ul style="list-style-type: none"> <li>• <b>Intrapreneur</b> – Concept and Development of Intrapreneurship</li> <li>• <b>Women Entrepreneur</b> – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</li> <li>• <b>Social entrepreneurship</b> – concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.</li> <li>• <b>Entrepreneurial development Program (EDP)</b> – concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&amp;A)</li> </ul>
3	<p><b>Entrepreneur Project Development &amp; Business Plan</b></p> <ul style="list-style-type: none"> <li>• Innovation, Invention, Creativity, Business Idea, Opportunities through change.</li> </ul>

  
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	<ul style="list-style-type: none"> <li>• Idea generation– Sources-Development of product /idea,</li> <li>• Environmental scanning and SWOT analysis</li> <li>• Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</li> <li>• Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.</li> <li>• Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management, Ownership,</li> <li>• Critical Risk Contingencies of the proposal, Scheduling and milestones.</li> </ul>
4	<b>Venture Development</b>
	<ul style="list-style-type: none"> <li>• <b>Steps involved in starting of Venture (Skill Development)</b></li> <li>• Institutional support to an Entrepreneur- e.g. NEN</li> <li>• Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</li> <li>• Start-ups: Concepts, Guidelines for Start-ups, Role of Industry to promote Start-ups, Funding support and incentives for Start-ups</li> <li>• New trends in entrepreneurship: Scalability, Business Incubation, Fintech, Education tech.</li> </ul>

### Reference Books

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno
6. Startup Fundamentals-Nanda Kumar
7. Start-up Sutra- Rohit Prasad
8. [www.India.gov.in](http://www.India.gov.in)
9. [www.Vikaspedia.in/social\\_welfare](http://www.Vikaspedia.in/social_welfare)



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# Business Research Methods

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction to business research methods	11
2	Data collection and Processing	11
3	Data analysis and Interpretation	11
4	Advanced techniques in Report Writing	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

## Module at a Glance

### Objectives:

1. The course is designed to inculcate the analytical abilities and research skills among the students.
2. The course intends to give hands on experience and learning in Business Research.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe the research concepts. (Level: Understand)

**CO2:** Apply the research process for business decisions. (Level: Apply)

**CO3:** Analyse the probability and non-probability methods of sampling. (Level: Analyse)

**CO4:** Write a research report. (Level: Apply)



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Sr. No.	Modules / Units
1	<p data-bbox="371 659 971 698"><b>Introduction to business research methods</b></p> <ul style="list-style-type: none"> <li>• Meaning and objectives of research</li> <li>• Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific &amp; Social e)Historical f) Exploratory g) Descriptive h)Causal</li> <li>• Concepts in Research: Variables, Qualitative and Quantitative Research</li> <li>• Stages in research process.</li> <li>• Characteristics of Good Research</li> <li>• Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.</li> <li>• <b>Research design (Skill Development)</b>– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal.</li> <li>• Sampling– <ul style="list-style-type: none"> <li>a) meaning of sample and sampling,</li> <li>b) methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball</li> <li>c) Probability– Simple Random, Stratified, Cluster, Multi Stage.</li> </ul> </li> </ul>
2	<p data-bbox="371 1469 794 1508"><b>Data collection and Processing</b></p> <ul style="list-style-type: none"> <li>• Types of data and sources-Primary and Secondary data sources</li> <li>• <b>Methods of collection of primary data (Skill Development)</b> - <ul style="list-style-type: none"> <li>a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)</li> <li>b) Experimental i)Field ii) Laboratory</li> <li>c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method,</li> <li>d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.</li> <li>e) Survey instrument– i) Questionnaire designing.</li> <li>f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions.</li> <li>f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</li> </ul> </li> </ul>

3	<b>Data analysis and Interpretation</b> <ul style="list-style-type: none"> <li>• Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note</li> <li>• Analysis of data-Meaning, Purpose, types.</li> <li>• <b>Interpretation of data (Skill Development)</b> -Essentials, importance and Significance of processing Data</li> <li>• Multivariate analysis– concept only</li> <li>• Testing of hypothesis– concept and problems– i)chi square test, ii) Z and t-test (for large and small sample)</li> </ul>
4	<b>Advanced techniques in Report Writing</b> <ul style="list-style-type: none"> <li>• Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography</li> <li>• Ethics and research</li> <li>• Objectivity, Confidentiality and anonymity in Research</li> <li>• Plagiarism</li> </ul>

### Reference Books

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
3. Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
4. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
5. Marketing research and applied orientation, Naresh K Malhotra, Pearson
6. Statistics for management, Levin and Reuben, Prentice Hall.
7. Research Methods



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# Nagindas Khandwala College



**Revised Syllabus  
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Of Course  
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## 7. Business Statistics

(Implemented during Academic Year 2018-19)

(wef 2017-18)

Sr. No.	Modules	No. of Hours
1	Introduction to statistics	11
2	Measures of dispersion, Co-Relation and Linear Regression	11
3	Time Series and Index Number	11
4	Probability and Decision theory	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at a Glance

#### Objectives:

1. To acquaint the learners with various concepts of Statistics.
2. To understand the various methods and techniques of Statistics.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Demonstrates an understanding of the concepts of Business Statistics. (Level: Understand)

**CO2:** Solve problems related to measures of central tendency, dispersion, co-relation and linear regression. (Level: Apply)

**CO3:** Prepare time series by various methods. (Level: Apply)

**CO4:** Describe probability distribution and decision making. (Level: Understand)



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Sr.No.	Modules / Units
1	<b>Introduction to Statistics</b>
	<p><b>Origin and Growth of Statistics:</b> Statistics Science of Arts, Functions of Statistics, Importance of Statistics, Application of Statistics and Limitations of Statistics.</p> <p><b>Collection of Data:</b> Relevance of Data (Current Scenario), Type of Data (Primary &amp; Secondary), Primary (Census vs Samples), Method of Collection Primary Data, Drafting a Questionnaire, Sources of Secondary Data. Sampling and Methods of Sampling.</p> <p><b>(Employability)</b></p> <p><b>Presentation of Data:</b> Classification – Frequency Distribution –Discrete &amp; Continuous, Tabulation, Graph (Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</p> <p><b>Measures Of Central Tendency:</b> Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency</p>
2	<b>Measures of Dispersion, Co-Relation and Linear Regression</b>
	<p><b>Measures of Dispersion:</b> Range with C.R (Co-Efficient of Range), Quartiles deviation with CQ (Co-Efficient of Quartiles), Mean Deviation from mean with CMD (Co-Efficient of Mean Deviation), Standard Deviation with CV (Co-Efficient of Variance), Skewness and Kurtosis, Problems based on Skewness and Kurtosis.</p> <p><b>Co-Relation:</b> Concept, Application of Correlation, Scatter Diagram, Karl Pearson's Product Moment Coefficient, and Spearman's Rank Co-Relation Coefficient.</p> <p><b>Linear Regression (Skill Development):</b> Concept. Application, Least Square Method, Usage in Forecasting</p>
3	<b>Time Series and Index Number</b>
	<p><b>Time Series:</b> Least Square Method, Moving Average Method, Determination of Season</p> <p><b>Index Number:</b> Simple (unweighted) Average Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Number, Base Shifting, Splicing and Deflating, Cost of Living Index Number</p>
4	<b>Probability and Decision Theory</b>
	<p><b>Probability and Probability Distribution:</b> Concept of Sample Space, Concept of Event, Definition of Probability, Addition &amp; Multiplication of Laws of Probability, Conditional Probability, Bayes' Theorem, Expectation &amp; Variance Concept of Probability Distribution, Mathematical Expectation and Variance, Binomial Distribution, Poisson Distribution and Normal Distribution.</p> <p><b>Decision Theory:</b> Acts, State of Nature Events, Pay Offs, and Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty.</p> <p><b>Non-Probability:</b> Maximax, Maximin, Minimax, Regret Laplace &amp; Hurwicz</p> <p><b>Probabilitistics (Decision Making Under Risk) (Skill Development):</b> EMV, EOL, EVPI Decision Tree</p>



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## Reference Books

- Business Statistics --- C Beri (McGraw Hill)
- Statistics for Management - Richard Levin, Davis Rubin
- Statistical Methods – S.P.Gupta
- Quantitative Analysis for Management – Barry Render, Ralph Stair
- Operation Research and Quantitative Techniques – D.P. Apte
- Statistics of Management, Richard Levin & David S. Rubin, Printice Hall of India, New Delhi.
- Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thopmson Publication.
- Fundamental of Statistics, S C Gupta, Himalaya Publication House.
- Business Statistics, Bharadwaj, Excel Books, Delhi
- Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher.



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# Consumer Behaviour

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Consumer Behaviour	11
2	Individual- Determinants of Consumer Behaviour	11
3	Environmental Determinants of Consumer Behaviour	11
4	Consumer decision making models and New Trends	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. The objective of the course is to develop an understanding about the consumer decision making process and its applications in marketing function of the firms.
2. This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analyzing consumer information and using it to create consumer- oriented marketing strategies.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Apply knowledge of consumer behaviour in marketing. (Level: Apply)

**CO2:** Analyse determinants of consumer behaviour. (Level: Analyse)

**CO3:** Illustrate the cultural Influences on consumer behaviour. (Level: Apply)

**CO4:** Explain the consumer decision making models. (Level: Understand)



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### Detailed Syllabus

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction To Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>• Meaning of Consumer Behaviour, Features and Importance</li> <li>• Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour</li> <li>• Profiling the consumer and understanding their needs</li> <li>• Consumer Involvement</li> <li>• Application of Consumer Behaviour knowledge in Marketing</li> <li>• Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.</li> </ul>
<b>2</b>	<b>Individual- Determinants of Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>• Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</li> <li>• Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. (Skill Development)</li> <li>• Self Concept – Concept</li> <li>• Consumer Perception</li> <li>• Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation &amp; Change.</li> <li>• Attitude - Concept of attitude</li> </ul>
<b>3</b>	<b>Environmental Determinants of Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>• Family Influences on Buyer Behaviour,</li> <li>• Roles of different members, needs perceived and evaluation rules.</li> <li>• Factors affecting the need of the family, family life cycle stage and size.</li> <li>• Social Class and Influences.</li> <li>• Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.</li> <li>• Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</li> </ul>
<b>4</b>	<b>Consumer Decision Making Models and New Trends</b>
	<ul style="list-style-type: none"> <li>• Consumer Decision making models: Howard Sheth Model, Engel Blackwell,</li> <li>• Miniard Model, Nicosia Models of Consumer Decision Making</li> </ul>

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		Diffusion of innovations Process of Diffusion and Adoption, Innovation,
		Decision process, Innovator profiles
	•	E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer,
		Influences on E-buying

## Reference Books

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson .
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour –
5. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
6. Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
7. Nair, Suja R- Consumer Behaviour in Indian Perspective



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# Commodity and Derivatives Market

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Commodities Market and Derivatives Market.	11
2	Futures and Hedging.	11
3	Options and Option Pricing Models.	11
4	Trading, Clearing & Settlement in Derivatives Market and Types of Risk.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To understand the concepts related to Commodities and Derivatives market.
2. To study the various aspects related to options and futures.
3. To acquaint learners with the trading, clearing and settlement mechanism in derivatives market.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

- CO1:** Describe the concepts of commodities and derivatives market. (Level: Understand)
- CO2:** Examine futures and hedging. (Level: Analyse)
- CO3:** Apply option pricing models. (Level: Apply)
- CO4:** Describe the derivatives market. (Level: Understand)



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S N	Modules/ Units
1	<b>Introduction to Commodities Market and Derivatives Market</b>
	<p><b>a) Introduction to Commodities Market :</b></p> <ul style="list-style-type: none"> <li>• Meaning, History &amp; Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash &amp; Derivative Segment), Commodity Exchanges in India &amp; Abroad, Reasons for Investing in Commodities</li> </ul> <p><b>b) Introduction to Derivatives Market:</b></p> <ul style="list-style-type: none"> <li>• Meaning, History &amp; Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages &amp; Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards &amp; Futures.</li> </ul>
2	<b>Futures and Hedging</b>
	<p><b>a) Futures (Employability):</b></p> <ul style="list-style-type: none"> <li>• Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price &amp; Expected Spot Price, Basis &amp; Basis Risk, Pricing of Futures Contract, Cost of Carry Model</li> </ul> <p><b>b) Hedging (Employability):</b></p> <ul style="list-style-type: none"> <li>• Speculation &amp; Arbitrage using Futures, Long Hedge – Short Hedge, Cash &amp; Carry Arbitrage, Reverse Cash &amp; Carry Arbitrage, Payoff Charts &amp; Diagrams for Futures Contract, Perfect &amp; Imperfect Hedge</li> </ul>
3	<b>Options and Option Pricing Models</b>
	<p><b>a) Options (Employability):</b></p> <ul style="list-style-type: none"> <li>• Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures &amp; Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts &amp; Diagrams for Options Contract, Basic Understanding of Option Strategies</li> </ul> <p><b>b) Options Pricing Models:</b></p> <ul style="list-style-type: none"> <li>• Binomial Option Pricing Model, Black - Scholes Option Pricing Model</li> </ul>
4	<b>Trading, Clearing &amp; Settlement In Derivatives Market and Types of Risk</b>



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	<p><b>a) Trading, Clearing &amp; Settlement In Derivatives Market:</b></p> <ul style="list-style-type: none"> <li>• Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives &amp; Functions, Settlement Mechanism – Types of Settlement</li> </ul> <p><b>b) Types of Risk:</b></p> <ul style="list-style-type: none"> <li>• Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin</li> </ul>
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### Reference Books

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



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Sr. No.	Modules / Units
1	Introduction

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Capital Structure and Leverage	11
3	Time Value of Money	11
4	Mobilisation of Funds	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

## Corporate Finance

(Implemented during Academic Year 2018-19)

(wef 2018-19)

### Module at Glance

#### Objectives:

1. The objectives are to throw light on a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.
2. The course aims at explaining the core concepts of corporate finance and its importance in managing a business.
3. To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business.

#### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of corporate finance. (Level: Understand)

**CO2:** Calculate the cost of capital. (Level: Analyse)

**CO3:** Explain time value of money. (Level: Understand)

**CO4:** Demonstrate various ways of mobilization of funds. (Level: Apply)



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	<ul style="list-style-type: none"> <li>• <b>Introduction To Corporate Finance:</b> Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.</li> <li>• <b>Introduction to ownership securities</b>– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.</li> </ul>
<b>2</b>	<b>Capital Structure and Leverage</b>
	<ul style="list-style-type: none"> <li>• Introduction to Capital Structure theories, <b>EPS analysis for Capital Structure decision. (Skill Development)</b></li> <li>• Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.</li> <li>• Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</li> </ul>
<b>3</b>	<b>Time Value of Money</b>
	<ul style="list-style-type: none"> <li>• Introduction to Time Value of Money – compounding and discounting</li> <li>• Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</li> <li>• Importance of Risk and Return analysis in Corporate Finance</li> </ul>
<b>4</b>	<b>Mobilisation of Funds</b>
	Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.
	Foreign capital and collaborations, Foreign direct Investment (FDI)
	Emerging trends in FDI,
	Global Depository Receipts, Policy development, Capital flows and Equity Debt.
	Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring

### Reference Books

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH
4. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.



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5. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
6. Prasanna Chandra - Financial Management - Tata - McGraw Hill



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# Change Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction to Change	11
2	Impact of Change	11
3	Resistance to Change	11
4	Effective Implementation of change	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

## Module at a Glance

### Objectives:

1. The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of change management. (Level: Understand)

**CO2:** Predict the impact of change. (Level: Apply)

**CO3:** Describe the reasons for resistance to change. (Level: Understand)

**CO4:** Assess effective implementation of change in organizations. (Level: Analyse)



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Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Introduction &amp; levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational.</li> <li>• Organizational culture &amp; change.</li> <li>• Types &amp; Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model.</li> </ul>
2	<b>Impact of Change</b>
	<ul style="list-style-type: none"> <li>• Change &amp; its implementation.– individual change: concept, need, importance &amp; risk of not having individual perspective. Team Change –concept, need, importance &amp; limitation</li> <li>• Change &amp; its impact– Resistance to change &amp; sources-sources of individual resistance, sources of organizational resistance</li> </ul>
3	<b>Resistance to Change</b>
	<ul style="list-style-type: none"> <li>• Overcoming Resistance to change – Manifestations of resistance, Six box Model</li> <li>• Minimizing RTC.</li> <li>• OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, <b>Coaching &amp; mentoring ( Skill Development)</b>, T-group, Job expectations technique, Behaviour modification, Managing role stress.</li> </ul>
4	<b>Effective Implementation of change</b>
	<ul style="list-style-type: none"> <li>• Effective implementation of change–change agents and effective change programs.</li> <li>• Systematic approach to change, client &amp; consultant relationship</li> <li>• <b>Classic skills for leaders ( Skill Development)</b></li> <li>• Case study on smart change leaders, caselets on Action research.</li> </ul>



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## Reference Books

1. Organisational Development - French and Bell
2. An experiential approach to O.D. - Harvey and Brown
3. Consultants and Consulting Styles - Dharani Sinha P.
4. Organization Change - Kavita Singh
5. Organisational Change - S.K. Bhatia
6. Management & OB, HRM - K.Ashwathapa
7. Training & Development – Radha Sharma



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# Corporate Restructuring

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Corporate Restructuring – Introduction and Concepts (Only Theory)	11
2	Accounting of Internal Reconstruction (Practical and theory)	11
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption) ( Practical and theory)	11
4	Impact of Reorganization on the Company - An Introduction ( Only Theory)	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

## Objectives:

1. The course is designed to make students aware of the new trends in corporate sector for survival and beating completion in the corporate sector.
2. The course intends to give hands on experience and learning in Corporate Restructuring to the learners.

## Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of corporate restructuring. (Level: Understand)

**CO2:** Apply accounting for internal reconstruction. (Level: Apply)

**CO3:** Apply accounting for external reconstruction. (Level: Apply)

**CO4:** Describe the impact of reorganization on a company. (Level: Understand)



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Sr. No.		Modules / Units
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1	<b>Corporate Restructuring – Introduction and Concepts (Only Theory)</b>
	<ul style="list-style-type: none"> <li>• <b>Corporate Restructuring</b> - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope</li> <li>• Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered <b>Planning or Implementing Corporate Restructuring Strategies. (Skill Development)</b></li> <li>• <b>Forms of Restructuring</b> - Merger, Demerger, Reverse merger, Disinvestment, Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale.</li> </ul>
2	<b>Accounting of Internal Reconstruction (Practical and theory)</b>
	<p>Need for reconstruction and Company Law provisions, Distinction between <b>internal and external reconstructions (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• Methods including alteration of share capital, variation of shareholder rights, sub-division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.</li> </ul>
3	<b>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption) ( Practical and theory)</b>
	<ul style="list-style-type: none"> <li>• In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</li> <li>• Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</li> </ul>
4	<b>Impact of Reorganization on the Company - An Introduction ( Only Theory)</b>
	<ul style="list-style-type: none"> <li>• Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People</li> <li>• Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.</li> <li>• Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.</li> </ul>



### Reference Books

1. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
2. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH
3. Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi
4. Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi



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# Customer Relationship Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Customer Relationship Management.	11
2	CRM Marketing Initiatives, Customer Service and Data Management.	11
3	CRM Strategy, Planning, Implementation and Evaluation.	11
4	CRM New Horizons.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain concepts of customer relationship management. (Level: Understand)

**CO2:** Apply CRM marketing initiatives. (Level: Apply)

**CO3:** Compare different CRM strategies. (Level: Evaluate)

**CO4:** Demonstrate new trends in CRM. (Level: Apply)



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S N	Modules/ Units
1	<b>Introduction to Customer Relationship Management</b>
	<ul style="list-style-type: none"> <li>• Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</li> <li>• Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM</li> <li>• <b>Relationship Marketing and CRM (Skill Development):</b></li> <li>• Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</li> </ul>
2	<b>CRM Marketing Initiatives, Customer Service and Data Management</b>
	<ul style="list-style-type: none"> <li>• <b>CRM Marketing Initiatives (Skill Development)</b> Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</li> <li>• CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management</li> <li>• CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting</li> </ul>
3	<b>CRM Strategy, Planning, Implementation and Evaluation</b>
	<ul style="list-style-type: none"> <li>• Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</li> <li>• Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</li> <li>• 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</li> <li>• CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</li> <li>• CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</li> </ul>

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<b>4</b>	<b>CRM New Horizons</b>
	<ul style="list-style-type: none"> <li>• e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM (Skill Development) : x</li> <li>• Software App for Customer Service: <ul style="list-style-type: none"> <li>▪ 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</li> </ul> </li> <li>• Social Networking and CRM</li> <li>• Mobile-CRM</li> <li>• CRM Trends, Challenges and Opportunities</li> <li>• Ethical Issues in CRM</li> </ul>

### Reference Books

1. Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
2. Anderson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
3. Ed Peelen, Customer Relationship Management, Pearson Education.
4. Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
5. Judith W. Kincaid (2006), Customer Relationship Management getting it right, Pearson Education.
6. Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
7. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
8. Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.



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# Direct Taxes

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Definitions and Residential Status	11
2	Heads of Income – I	11
3	Heads of Income – II	11
4	Deductions under Chapter VI A	12
5	Computation of Taxable Income of Individuals	
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To understand the provisions of determining residential status of individual.
2. To study various heads of income.
3. To study deductions from total income.
4. To compute taxable income of Individuals.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of Direct Taxes. (Level: Understand)

**CO2:** Assess the taxable income of individuals. (Level: Evaluate)

**CO3:** Compute the items in the heads of income. (Level: Apply)

**CO4:** Apply the deductions under Chapter VI A. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Definitions and Residential Status</b>
	Basic Terms ( S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. Determination of Residential Status of Individual, Scope of Total Income (S.5)
2	<b>Heads of Income – I</b>
	Salary ( S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)
3	<b>Heads of Income – II</b>
	Capital Gain (S. 45, 48, 49, 50 and 54) Income from other sources (S.56- 59) Exclusions from Total Income (S.10) (Exclusions related to specified heads to be covered with relevant heads of income)
4	<b>Deductions under Chapter VI A</b>
	Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA
5	<b>Computation of Taxable Income of Individuals.</b>
	<b>Computation of Total Income and Taxable Income of Individuals ( Employability)</b>

### Reference Books

1. *Income Tax Act- Bare act,*
2. *Dr V K Singhania-Direct Tax Law & Practice, Taxman's*

**Note:** The Syllabus is restricted to study of particular sections, specifically mentioned rules and notifications only.

1. All modules / units include Computational problems / Case Study.

2. The Law In force on 1<sup>st</sup> April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations.

*Management, CFA Institute Investment Series Publication*

  
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# E-Commerce and Digital Marketing

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to E-commerce.	11
2	E-Business & Applications.	11
3	Payment, Security, Privacy & Legal Issues in E-Commerce.	11
4	Digital Marketing.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain concepts of e-commerce and digital marketing. (Level: Understand)

**CO2:** Demonstrate e-business and its applications. (Level: Apply)

**CO3:** Compare online payment methods and security issues. (Level: Evaluate)

**CO4:** Demonstrate the strategies for digital marketing. (Level: Apply)



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S N	Modules/ Units
1	<b>Introduction to E-commerce</b>
	<ul style="list-style-type: none"> <li>• Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &amp; Limitations of E-Commerce, Traditional Commerce &amp; E-Commerce</li> <li>• Ecommerce Environmental Factors: Economic, Technological, Legal , Cultural &amp; Social</li> <li>• Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce</li> <li>• Impact of E-Commerce on Business, Ecommerce in India</li> <li>• Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</li> <li>• Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce</li> </ul>
2	<b>E-Business &amp; Applications</b>
	<ul style="list-style-type: none"> <li>• E-Business: Meaning, Launching an E-Business, Different phases of Launching an E- Business</li> <li>• Important Concepts in E-Business: Data Warehouse, Customer Relationship Management , Supply Chain Management, Enterprise Resource Planning</li> <li>• Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks &amp; Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</li> <li>• Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</li> <li>• <b>Design and Development of Website (Skill Development)</b>, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website</li> </ul>
3	<b>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</b>
	<ul style="list-style-type: none"> <li>• Issues Relating to Privacy and Security in E-Business</li> <li>• Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</li> <li>• Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</li> <li>• Types of Transaction Security</li> <li>• E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</li> </ul>



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S N	Modules/ Units
4	<b>Digital Marketing</b>
	<ul style="list-style-type: none"> <li>• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.</li> <li>• Various Activities of Digital Marketing (Employability): Search Engine Optimization, Search Engine Marketing, Content Marketing &amp; Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts &amp; Vodcasts.</li> <li>• Digital Marketing on various Social Media platforms.</li> <li>• Online Advertisement, Online Marketing Research, Online PR (Employability)</li> <li>• Web Analytics</li> <li>• Promoting Web Traffic</li> <li>• Latest developments and Strategies in Digital Marketing.</li> </ul>

### Reference Books

1. D Nidhi, E-Commerce Concepts and Applications, International Book house Private limited, 2011.
2. Bajaj Kamlesh K, E-Commerce- The cutting edge of Business, Tata McGraw Hill, 1999
3. Whiteley David, E-Commerce Technologies and Applications, Tata McGraw Hill 2000.
4. E-Business & E-Commerce Management 3rd Ed, Pearson Education.
5. Kalokota & Robinson, E-Business 2.0 Road map for Success, Pearson Education.
6. Elias M. Awad, Electronic Commerce, 3rd Edition, Pearson Education.
7. Erfan Turban, Electronic Commerce - A Managerial Perspective, Pearson Education.
8. R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education.
9. Tripathi, E-Commerce, Jaico Publishing House, Mumbai, 2010.



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Sr. No.	Modules / Units
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## Event Marketing

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction to Events	11
2	Segmentation, Targeting, and Positioning of Events and Concept of Product in Event	11
3	Concept of Pricing and Promotion in Events	11
4	Trends and Challenges in Event Marketing	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at a Glance

#### Objectives:

1. To understand basic concepts of Event Marketing.
2. To impart knowledge to learners about categories of Events.
3. To understand segmenting, targeting and positioning in the context of Event Marketing.
4. To familiarize learners with trends and challenges in Event Marketing.

#### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of event marketing. (Level: Understand)

**CO2:** Design various events. (Level: Create)

**CO3:** Analyze events on the basis of four Ps of marketing. (Level: Analyse)

**CO4:** Discuss the challenges and trends in Event Marketing. (Level: Understand)



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<b>1</b>	<b>Introduction to Events</b>
SNo	Modules/Units
1	Introduction to Events
	<ul style="list-style-type: none"> <li>• Definition and Meaning of Event Marketing ; The Evolution of Event Marketing, Advantages of Event Marketing, 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out; Event Designing; Reach; <b>Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</b></li> <li>• Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events: Brand Building, <b>Focus on Target Market, Implementation of Marketing Plan, (Skill Development)</b>Marketing Research, Relationship Building, Creating opportunities for better deals with different media, Events and their Economic implications.</li> <li>• Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</li> </ul>
<b>2</b>	<b>Segmenting, Targeting and Positioning of Events and Concept of Product in Events</b>
	<ul style="list-style-type: none"> <li>• Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.</li> <li>• Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events ,Special Business Events, Retail Events.</li> <li>• Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based</li> </ul>
<b>3</b>	<b>Concept of Pricing and Promotion in Events</b>

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	<ul style="list-style-type: none"> <li>• Risk Rating, Setting Pricing Objectives, Understanding local legislations and tax laws, Feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, Event Charges: Percentage of the total Event Cost, Flat Fee, Package Price, Hourly Rate.</li> <li>• Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, In-venue Publicity.</li> <li>• Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.</li> </ul>
<b>4</b>	<b>Trends and Challenges in Event Marketing</b>
	<ul style="list-style-type: none"> <li>• e-event marketing, Virtual Events, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing.</li> <li>• Safety and Security of Event</li> <li>• Event Crisis Management</li> <li>• Growth of Event Industry in India</li> <li>• <b>Career in Event Marketing (Employability)</b></li> </ul>

### Reference Books

1. Preston C.A., "Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions", Wiley, Second Edition, 2015
2. Gaur Sanjaya Singh and Sanjay V Saggere, "Event Marketing and Management", Vikas Publishing House Pvt. Ltd. , 2003
3. Sharma Diwakar, "Event Planning & Management", Deep and Deep Publications Pvt. Ltd., 2005
4. Hoyle Leonard H., "Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions", Wiley, 2009
5. Genadinik Alex, "Event Planning-Management and Marketing for Successful Events", CreateSpace Independent Publishing Platform, 2015
6. Harichandan C.P., "Event Management", Global Vision Publishing House, 2010
7. Goyal K. Swarup, "Event Management", Adhyayan Publishers, 2013



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# Nagindas Khandwala College



**Revised Syllabus  
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Question Paper Pattern  
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Semester I**

**Under Autonomy**

***(To be implemented from Academic Year – 2018 -  
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## Introduction to Financial Accounts

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Accounting Transactions	11
3	Depreciation Accounting and Trial Balance	11
4	Final Accounts	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at Glance

#### Objectives:

1. To understand the concept of Accounting Standards and transactions.
2. To introduce the basic concepts of final Accounts.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe the accounting principles and accounting standards. (Level: Understand)

**CO2:** Describe the application of accounting standards. (Level: Understand)

**CO3:** Prepare trial balance and practice depreciation accounting. (Level: Apply)

**CO4:** Compute final accounts as per the Companies Act, 2013. (Level: Apply)



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Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> <li>• <b>Meaning and Scope of Accounting:</b> Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting</li> <li>• <b>Accounting principles:</b> Introductions to Concepts and conventions.</li> <li>• <b>Introduction to Accounting Standards:</b> Meaning and Scope) <ul style="list-style-type: none"> <li>▪ AS 1 : Disclosure to Accounting Policies</li> <li>▪ AS 6: Depreciation Accounting.</li> <li>▪ AS 9: Revenue Recognition.</li> <li>▪ AS 10: Accounting For Fixed Assets.</li> </ul> </li> <li>• <b>International Financial Reporting Standards (IFRS)(Indian):</b> Introduction to IFRS <ul style="list-style-type: none"> <li>▪ IAS-1: Presentation of Financial Statements (Introductory Knowledge)</li> <li>▪ IAS-2: Inventories (Introductory Knowledge)</li> </ul> </li> <li>• <b>Accounting in Computerized Environment:</b> Introduction, Features and application in various areas of Accounting (Skill Development)</li> </ul>
2	Accounting Transactions
	<ul style="list-style-type: none"> <li>• <b>Accounting transactions:</b> Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal &amp; ledger: Rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns &amp; cash book –Triple Column), Bank Reconciliation Statement.</li> <li>• <b>Expenditure:</b> Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure, Unusual expenses: Effects of error: Criteria test.</li> <li>• <b>Receipts:</b> Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</li> <li>• <b>Profit or Loss:</b> Revenue profit or loss, capital profit or loss</li> </ul>
3	Depreciation Accounting & Trial Balance
	<p><b>Depreciation accounting:</b> Practical problem based on depreciation using SLM and RBM methods. (Employability) (Where Provision for depreciation Account not maintained).</p> <ul style="list-style-type: none"> <li>• <b>Preparation of Trial Balance:</b> Introduction and Preparation of Trial Balance (Skill Development)</li> </ul>



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<b>4</b>	<b>Final Accounts</b>
	<ul style="list-style-type: none"> <li>• Introduction to Final Accounts of a Sole proprietor.</li> <li>• Rectification of errors.</li> <li>• Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</li> <li>• Preparation and presentation of Final Accounts in horizontal format (Skill Development)</li> <li>• Introduction to Schedule 6 of Companies Act , 2013</li> </ul>

#### Reference Books

- Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books
- Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)
- Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman
- Financial Accounting for Business Managers: By Ashish K. Bhattacharya.
- Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
- Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Financial Accounting by LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi
- Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai
- Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi
- Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc
- Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida



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**Under Autonomy**

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## 2. Foundation Course –II (Value Education and Soft Skill)

(Implemented during Academic Year 2018-19)

(wef 2018-19)

### Module at glance

Sr. No.	Modules	No. of Hours
1	Introduction to Traditional Financial Services	11
2	Issue Management and Securitization	11
3	Financial Services and its Mechanism	11
4	Consumer Finance and Credit Rating	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To create right understanding of human values and soft skills to actualize these in their personality and behaviour of students leading to peace and harmony for sustainable success in career and happiness.
2. In order enable manpower to achieve success in profession and happiness in life, they need to possess universal human values and Soft Skills essential for fulfilling need of keeping harmony within self, family, job, society and world.
3. To acquaint students with UDHR and Fundamental Rights in Indian Constitution.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Discuss the concepts of liberalization, privatization and globalization.  
(Level: Understand)

**CO2:** Apply the concept of human rights. (Level: Apply)

**CO3:** Explain the concepts of environment, ecology and their interconnectedness.  
(Level: Understand)

**CO4:** Appraise the causes of stress and conflict in individuals and society. (Level: Analyse)



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Sr. No	Modules /Units
1	<b>Globalization and Indian Society</b>
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides
2	<b>Human Rights</b>
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	<b>Ecology</b>
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life; Sustainable development- concept and components; poverty and environment
4	<b>Understanding Stress and Conflict</b>
	<p>Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict</p> <p><b>Managing Stress and Conflict in Contemporary Society</b>  Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualization; Different methods of responding to conflicts in society; <b>Conflict-resolution and efforts towards building peace and harmony in society (Skill Development)</b></p>



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## Reference Books

### Foundation Course - II

- *A decade of economic reforms in India (The past, the present, the future)*-Edited by Raj Kapila and Uma Kapila, Academic Foundation (2002)
- *Impact of the policies of WTO on Indian agriculture* - S. Nehru, Serial Pub. (2012)
- *Privatisation of public enterprises – Emerging dimensions – Edited by G.S. Batra, NarinderKaur ,Anmol Pub. (1995)*
- *Economics of development – Dwight Perkins, Steven Radelet, David Lindauer, Norton company (2006)*
- *Industrial Policy and economic development in India (1947 -2012) – AnupChatterjeeNew Century Pub. (2012)*
- *Globalisation and development of backward areas – Edited by G. Satyanarayana New Century Pub. (2007)*
- *Contemporary issues in globalisation – An introduction to theory and policy in India SoumyenSikder , Oxford University Press (2002)*
- *Environmental Studies – Dr. Vijay Kumar Tiwari , Himalayan Pub. (2010)*
- *Ecology and environment – Benu Singh, Vista International Pub. (2006)*
- *Universal Human Rights : In theory and practice, Jack Donnelly, (2014)*
- *Stress Management – Dr. N. Tejmani Singh ,Maxford books (2011)*
- *Stress blasters – Brian Chchester, Perry Garfinkel and others , Rodale Press (1997)*



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**Semester End Examination (SEE) Question Paper Pattern for all subjects except Foundation Course**

Question No.	Particulars	Marks
Q1 a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q2 a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q3 a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q3 a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)
Q5	Case Study (From any Unit)	(7.5*2) or (5*3)

**Note:**

1. Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.
2. Case study may include 2 question of 7/8 marks or 3 questions of 5 marks each

**Paper Patten for Foundation Course**

Question No.	Particulars	Marks
Q1	Full Length Question	15 Marks
	OR	
Q1	Full Length Question	15 Marks
Q2	Full Length Question	15 Marks
	OR	
Q2	Full Length Question	15 Marks
Q3	Full Length Question	15 Marks
	OR	
Q3	Full Length Question	15 Marks
Q4	Full Length Question	15 Marks
	OR	
Q4	Full Length Question	15 Marks
Q5	Case Study	15 Marks

**Note:**

1. The question can be asked from any part of the syllabus however the teacher is expected to cover the whole syllabus.
2. Theory Question of 15 Marks may be divided into 2-sub question of 7/8 or 10/5 marks. Case study may include 2 question of 7/8 marks or 3 questions of 5 marks each

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### 3. Foundation of Human Skills

(Implemented during Academic Year 2018-19)

(wef 2018-19)

#### Module at a Glance

Sr. No.	Modules	No. of Hours
1	Understanding of Human Nature	11
2	Introduction of Group Behaviour	11
3	Organizational Culture	11
4	Organisational Change, Creativity and Development and Work Stress	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

#### Objectives:

1. To understand the concept of Human Nature and its implementation in Group Behavior
2. To provide understanding of Organizational culture and its impact on Organizational process.
3. To understand the relevance of organizational creativity and work stress.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Analyse individual behaviour and different personalities. (Level: Analyse)

**CO2:** Discuss perception and group behaviour. (Level: Understand)

**CO3:** Illustrate an understanding for organizational process and culture. (Level: Apply)

**CO4:** Describe motivation, creativity and stress and the workplace. (Level: Understand)



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Sr.No.	Modules / Units
1	<p data-bbox="293 174 735 208"><b>Understanding of Human Nature</b></p> <ul style="list-style-type: none"> <li data-bbox="293 219 1334 293">• <b>Individual Behavior:</b> Concepts of a man, individual differences, influence of environment</li> <li data-bbox="293 338 1453 600">• <b>Personality and attitude:</b> Determinants of personality, personality traits theory, Big five model, personality traits important for organizational behavior like authoritarianism, locus of control, Machiavellianism, introversion – extroversion achievement orientation, self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions.</li> </ul>
2	<p data-bbox="293 656 719 689"><b>Introduction to Group Behavior</b></p> <ul style="list-style-type: none"> <li data-bbox="293 734 1422 882">• <b>Thinking, learning and perception:</b> Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning, Intelligence type, Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place.</li> <li data-bbox="293 927 1043 965">• <b>Introduction to Group Behavior: (Skill Development)</b> <ul style="list-style-type: none"> <li data-bbox="392 972 1453 1046">▪ <b>Group dynamics:</b> Nature, types, group behavior models (roles, norms, status, process, structures)</li> <li data-bbox="392 1046 1433 1084">▪ <b>Team effectiveness:</b> nature, types of tea, ways of forming an effective team</li> <li data-bbox="392 1084 619 1122">▪ <b>Setting Goals</b></li> </ul> </li> </ul>
3	<p data-bbox="293 1133 596 1167"><b>Organizational Culture</b></p> <ul style="list-style-type: none"> <li data-bbox="293 1173 815 1207">• <b>Organizational process and system.</b> <ul style="list-style-type: none"> <li data-bbox="392 1211 1433 1285">▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> </ul> </li> <li data-bbox="293 1290 1422 1397">• <b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes <b>(Skill Development)</b></li> <li data-bbox="293 1442 644 1476">• <b>Organizational Culture</b> <ul style="list-style-type: none"> <li data-bbox="392 1480 959 1518">▪ Characteristics of organizational culture</li> <li data-bbox="392 1518 1150 1556">▪ Types, functions and barriers of organizational culture.</li> <li data-bbox="392 1556 1294 1594">▪ Ways of creating and maintaining effective organizational culture.</li> </ul> </li> </ul>
4	<p data-bbox="293 1610 1086 1644"><b>Organizational Creativity and development and work stress</b></p> <ul style="list-style-type: none"> <li data-bbox="293 1650 1353 1722">• <b>Motivation at workplace:</b> concept of motivation, theories of motivation in an organizational set up. <ul style="list-style-type: none"> <li data-bbox="392 1727 778 1765">▪ A. Maslow need hierarchy</li> <li data-bbox="392 1765 746 1803">▪ F.Hertzberg Dual Factor</li> <li data-bbox="392 1803 868 1841">▪ Mc.Gregor theory X and theory Y</li> </ul> </li> <li data-bbox="293 1845 1433 1917">• <b>Organizational Creativity:</b> Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.</li> <li data-bbox="293 1921 1453 1957">• <b>Organizational Development and work stress:</b> Need for organizational development,</li> </ul>



	OD Techniques, Stress, Types of stress, Causes and consequences of job stress, Ways for coping up with job stress. <u>(Skill Development)</u>
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**Reference Books**

- Organizational behaviour, S.Robins, Prentice Hall
- Organizational behaviour, Fred Luthans, McGrawhill, New York
- Organizational behaviour, K.Aswathappa, Himalaya Publishing House
- Essentials of management, Koontz, Harold, Tata McGraw Hill



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# Indirect Taxes

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Indirect Taxation and GST	11
2	Concept of Supply	11
3	Registration and Computation of GST	11
4	Filing of Returns	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To understand the basics of GST.
2. To study the registration and computation of GST.
3. To acquaint the students with filing of returns in GST.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Apply the concepts of traditional financial services. (Level: Apply)

**CO2:** Demonstrate concept of supply. (Level: Apply)

**CO3:** Analyze registration and computation of GST. (Level: Analyse)

**CO4:** Apply filing of returns. (Level: Apply)



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Sr. No.	Modules / Units
1	<p><b>Introduction to Indirect Taxation and GST</b></p> <p><b>A. Basics for Taxation</b> - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)</p> <p><b>B. Introduction to GST</b> – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST. ( Employability)</p> <p><b>C. Definitions</b> – Goods ( 2(52) of CGST Act ), Services ( 2(102) of CGST Act ), Money ( 2(75) of CGST Act ), Securities ( 2(101) of SCRA Act,1956), India( 2(56) of CGST Act ), Persons ( 2(84)of CGST Act ),Taxable Person ( 2(107) of CGST Act ), Business ( 2(17) of CGST Act), Consideration( 2(31) of CGST Act ), E- Commerce Operator ( 2(45) of CGST Act ), Supplier(2(105) of CGST Act ),Recipient( 2(93) of CGST Act )</p> <p><b>D. Levy and Collection of GST</b> – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.</p>
2	<p><b>Concept of Supply</b></p> <p><b>A. Taxable Event Supply</b>– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGSTAct)</p> <p><b>B. Place of Supply</b> – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.</p> <p><b>C. Time of Supply</b>- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent onApproval (Sec 31(7) of CGST Act )</p> <p><b>D. Value of Supply</b> – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)</p>
3	<p><b>Registration and Computation of GST</b></p> <p><b>A. Registration</b> – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)</p> <p><b>B. Computation of GST</b> – Computation of GST under Inter State and Intra State Supplies. (Employability)</p> <p><b>C. Payment of Tax</b>- Payment of Tax, Interest and other Amounts(Sec 49 of the Act),</p>

	Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)
4	<b>Filing of Returns</b>
	<p><b>A. Documentation-</b> Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes (Sec 34 of the Act), Electronic Way Bill</p> <p><b>B. Returns –</b> Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act) (Employability)</p>

#### Reference Books

1. *GST Bare Act 217*
2. *GST Law & Practice - V.S Datey (6th Edition)*
3. *GST Laws – National Academy of Customs, Indirect.*



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**Revised Syllabus  
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Semester VI**

**Under Autonomy**

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# International Finance

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Fundamentals of International Finance	11
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	11
3	World Financial Markets & Institutions & Risks	11
4	Foreign Exchange Risk, Appraisal & Tax Management	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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 Globalised Market

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the fundamentals of international finance. (Level: Understand)

**CO2:** Demonstrate understanding of foreign exchange markets. (Level: Apply)

**CO3:** Interpret knowledge of world financial markets. (Level: Apply)

**CO4:** Analyse foreign exchange risk. (Level: Analyse)



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S N	Modules/ Units
1	<p><b>Fundamentals of International Finance</b></p> <p><b>a) Introduction to International Finance:</b> Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p><b>b) Balance of Payment:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</li> </ul> <p><b>c) International Monetary Systems:</b></p> <ul style="list-style-type: none"> <li>• Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed &amp; Flexible Exchange Rate System</li> </ul> <p><b>d) An introduction to Exchange Rates:</b></p> <ul style="list-style-type: none"> <li>• Foreign Bank Note Market, Spot Foreign Exchange Market</li> <li>• Exchange Rate Quotations <ul style="list-style-type: none"> <li>▪ Direct &amp; Indirect Rates</li> <li>▪ Cross Currency Rates</li> <li>▪ Spread &amp; Spread %</li> </ul> </li> <li>• Factors Affecting Exchange Rates</li> </ul>
2	<p><b>Foreign Exchange Markets, Exchange Rate Determination &amp; Currency Derivatives</b></p> <p><b>a) Foreign Exchange Markets:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions &amp; Settlement Date, Exchange Rate Quotations &amp; Arbitrage, Forward Quotations (Skill Development) (Annualized Forward Margin)</li> </ul> <p><b>b) International Parity Relationships &amp; Foreign Exchange Rate:</b></p> <ul style="list-style-type: none"> <li>• Interest Rate Parity, Purchasing Power Parity &amp; Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets &amp; Interest Rates (Domestic &amp; Offshore Markets, Money Market Instruments)</li> </ul> <p><b>c) Currency &amp; Interest Rate Futures:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Currency Options (Option on Spot, Futures &amp; Futures Style Options), Futures Contracts, Markets &amp; the Trading Process, Hedging &amp; Speculation with Interest Rate Futures, Currency Options in India</li> </ul>

S N	Modules/ Units
3	<b>World Financial Markets &amp; Institutions &amp; Risks</b>
	<p><b>a) Euro Currency Bond Markets:</b></p> <ul style="list-style-type: none"> <li>• 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 &amp; Regulation of Euro Bond Market</li> </ul> <p><b>b) International Equity Markets &amp; Investments:</b></p> <ul style="list-style-type: none"> <li>• Introduction to International Equity Market, International Equity Market Benchmarks, Risk &amp; Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</li> </ul> <p><b>c) International Foreign Exchange Markets:</b></p> <ul style="list-style-type: none"> <li>• Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope &amp; Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</li> </ul> <p><b>d) International Capital Budgeting:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</li> </ul>
4	<b>Foreign Exchange Risk, Appraisal &amp; Tax Management</b>
	<p><b>a) Foreign Exchange Risk Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Foreign Exchange Risk Management, Types of Risk, Trade &amp; Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage &amp; Speculation</li> </ul> <p><b>b) International Tax Environment (Skill Development):</b></p> <ul style="list-style-type: none"> <li>• Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</li> </ul> <p><b>c) International Project Appraisal:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal</li> </ul>



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### Reference Books

1. P G Apte, International Financial Management, 5th Edition, The McGraw Hill.
2. Cheol . S. Eun & Bruce G. Resnick, International Finance Management.t
3. Maurice D. Levi, International Finance – Special Indian Edition.
4. Prakash G. Apte, International Finance – A Business Perspective.
5. V A. Aadhani, International Finance.



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# Innovative Financial Services

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Traditional Financial Services	11
2	Issue Management and Securitization	11
3	Financial Services and its Mechanism	11
4	Consumer Finance and Credit Rating	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To familiarize the learners with the fundamental aspects of various issues associated with various Financial Services.
2. To give a comprehensive overview of emerging financial services in the light of globalization.
3. To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Apply the understanding of traditional financial services. (Level: Apply)

**CO2:** Demonstrate understanding of issue management and securitization. (Level: Apply)

**CO3:** Analyze financial services. (Level: Analyse)

**CO4:** Appraise consumer finance and credit rating. (Level: Analyse)



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S N	Modules/ Units
1	<b>Introduction to Traditional Financial Services</b>
	<p><b>a) Financial Services:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Factoring and Forfaiting:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</li> </ul> <p><b>c) Bill Discounting:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</li> </ul>
2	<b>Issue Management and Securitization</b>
	<p><b>a) Issue Management and Intermediaries:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</li> </ul> <p><b>b) Stock Broking:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading ( Cash and Normal) Derivative Trading (Employability)</li> </ul> <p><b>c) Securitization:</b></p> <ul style="list-style-type: none"> <li>• Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization</li> </ul>
3	<b>Financial Services and its Mechanism</b>



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	<p><b>a) Lease and Hire-Purchase:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing.</li> <li>• Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of HirePurchase.</li> </ul> <p><b>b) Housing Finance:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies</li> </ul>
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S N	Modules/ Units
	<p><b>c) Venture Capital:</b> Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>
<b>4</b>	<b>Consumer Finance and Credit Rating</b>
	<p><b>a) Consumer Finance:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Plastic Money:</b></p> <ul style="list-style-type: none"> <li>• <b>Growth of Plastic Money Services in India (Skill Development)</b>, 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.</li> <li>• Smart Cards- Features, Types, Security Features and Financial Applications</li> </ul> <p><b>c) Credit Rating:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>



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### Reference Books

1. IM Pandey, Financial Management, Vikas Publishing House Ltd.
2. Khan M.Y., Financial Services, Mc Graw Hill Education.
3. Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.
4. Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House



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# International Marketing

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to International Marketing & Trade	11
2	International Marketing Environment and Marketing Research	11
3	International Marketing Mix	11
4	Developments in International Marketing	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of international marketing and trade. (Level: Understand)

**CO2:** Analyze the international marketing environment and its implication on business. (Level: Analyze)

**CO3:** Apply the international marketing mix to products and services. (Level: Apply)

**CO4:** Analyze the developments in international market with respect to the domestic, regional and national markets. (Level: Analyze)



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S N	Modules/ Units
1	<p><b>Introduction to International Marketing &amp; Trade</b></p> <p><b>a) Introduction of International Marketing:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Introduction to International Trade:</b></p> <ul style="list-style-type: none"> <li>• Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</li> </ul>
2	<p><b>International Marketing Environment and Marketing Research</b></p> <p><b>a) International Marketing Environment:</b></p> <ul style="list-style-type: none"> <li>• Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)</li> <li>• 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.</li> <li>• Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values ( Individualism v/s Collectivism)</li> </ul> <p><b>b) Marketing Research:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research</li> </ul>
3	<p><b>International Marketing Mix</b></p> <p><b>a) International Product Decision</b></p> <ul style="list-style-type: none"> <li>• <b>International Product Line Decisions (Skill Development)</b>, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning</li> </ul>

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S N	Modules/ Units
	<p><b>b) International Pricing Decision:</b></p> <ul style="list-style-type: none"> <li>• Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing</li> <li>• International Pricing Methods: Cost Based, Demand Based, Competition Based, Value Pricing, Target Return Pricing and Going Rate Pricing</li> <li>• International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing</li> <li>• International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</li> </ul> <p><b>c) International Distribution Decisions</b></p> <ul style="list-style-type: none"> <li>• Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel</li> </ul> <p><b>d) International Promotion Decisions</b></p> <ul style="list-style-type: none"> <li>• Concept of International Promotion Decision</li> <li>• Planning International Promotional Campaigns: Steps - Determine the Target Audience (Skill Development) , Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness</li> <li>• Standardization V/S Adaptation of International Promotional Strategies (Skill Development) International Promotional Tools/Elements</li> </ul>
4	<p><b>Developments in International Marketing</b></p>
	<p><b>a) Introduction -Developing International Marketing Plan:</b></p> <ul style="list-style-type: none"> <li>• Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan</li> </ul> <p><b>b) International strategies:</b></p> <ul style="list-style-type: none"> <li>• Need for International Strategies, Types of International Strategies</li> </ul> <p><b>c) International Marketing of Services</b></p> <ul style="list-style-type: none"> <li>• Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture</li> </ul>



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**Reference Books: -**

1. Douglas and Craig. Global Marketing Strategy. McGraw-Hill, Inc.
2. Keegan and Green. Global Marketing. Pearson-Prentice Hall.
3. Analysis for marketing planning – Donald R. Lehmann and Russel S. Winer.
4. Sixth Edition. McGraw-Hill
5. International Business Plans – Robert Brown and Alan Gutterman. World trade Press, 2003 .
6. Keegan, W. J. And M. C. Green. "Global Marketing". Global Edition. Seventh Edition. Pearson Prentice Hall 2013 .
7. International Marketing Paperback – by Srinivasan R. PHI Learning Private Limited



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Sr. No.		Modules / Units
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## Integrated Marketing Communication

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction to Integrated Marketing Communication	11
2	Elements of IMC – I	11
3	Elements of IMC – II	11
4	Evaluation & Ethics in Marketing Communication	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at a Glance

#### Objectives:

1. To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.
2. To understand the various tools of IMC and the importance of coordinating them for an effective marketing communication program.

#### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of auditing. (Level: Understand)

**CO2:** Apply procedure of auditing. (Level: Apply)

**CO3:** Analyze the auditing techniques. (Level: Analyse)

**CO4:** Demonstrate the techniques of vouching and verification. (Level: Apply)



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1	<p><b>Introduction to Integrated Marketing Communication</b></p> <ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>
2	<p><b>Elements of IMC – I</b></p> <ul style="list-style-type: none"> <li>• <b>Advertising</b> – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</li> <li>• <b>Sales promotion</b> – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, <b>Sales Promotion campaign. (Skill Development)</b></li> </ul>
3	<p><b>Elements of IMC – II</b></p> <ul style="list-style-type: none"> <li>• <b>Direct Marketing</b> - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</li> <li>• <b>Public Relations and Publicity</b> – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR , Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</li> <li>• <b>Personal Selling (Skill Development)</b>— Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>
4	<p><b>Evaluation &amp; Ethics in Marketing Communication</b></p> <ul style="list-style-type: none"> <li>• <b>Evaluating an Integrated Marketing program</b> – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests</li> <li>• <b>Ethics and Marketing communication</b>—stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• <b>Current Trends in IMC</b> – Internet &amp; IMC, Advertising on internet, PR through  Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>

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### Reference Books

1. Belch, Michael, Belch, George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010
2. Clow ,Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
3. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", Tata Mcgraw Hill 2014
5. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
6. Dutta, Kirti, "Integrated Marketing Communication" Oxford University Press ,2016
7. Gopalakrishnan, P S , "Integrated Marketing Communication: Concepts and Cases", ICFAI University Press, 2008



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) First Year  
Semester V  
Under Autonomy**

*(To be implemented from Academic Year – 2018 -  
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# Investment Analysis and Portfolio Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Investment Environment.	11
2	Risk - Return Relationship.	11
3	Portfolio Management and Security Analysis.	11
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

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

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the investment environment. (Level: Understand)

**CO2:** Compute standard deviation. (Level: Apply)

**CO3:** Analyze different portfolios. (Level: Analyse)

**CO4:** Demonstrate an understanding of security analysis. (Level: Apply)



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S N	Modules/ Units
1	<b>Introduction to Investment Environment</b>
	<p>a) <b>Introduction to Investment Environment</b></p> <ul style="list-style-type: none"> <li>• Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors <b>Influencing Selection of Investment Alternatives (Skill Development)</b></li> </ul> <p>b) <b>Capital Market in India</b></p> <ul style="list-style-type: none"> <li>• Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, <b>Online Share Trading (Employability)</b> and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks</li> </ul>
2	<b>Risk - Return Relationship</b>
	<p>a) Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.</p>
3	<b>Portfolio Management and Security Analysis</b>
	<p>a) <b>Portfolio Management (Skill Development):</b></p> <ul style="list-style-type: none"> <li>• Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</li> </ul> <p>b) <b>Security Analysis:</b></p> <ul style="list-style-type: none"> <li>• <b>Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis (Employability).</b> ,, Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.</li> </ul>
4	<b>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</b>
	<p>a) <b>Theories:</b></p> <ul style="list-style-type: none"> <li>• Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory</li> </ul> <p>b) <b>Capital Asset Pricing Model:</b></p> <ul style="list-style-type: none"> <li>• Assumptions of CAPM, CAPM Equation, Capital Market Line, Security MarketLine</li> </ul> <p>c) <b>Portfolio Performance Measurement:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor'sRatio (Basic Problems), Jensen's Differential Returns (Basic Problems)</li> </ul>

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## Reference Books

1. Kevin. S, Security Analysis and Portfolio Management- PHI Learning Private Limited.
2. Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management, Prentice Hall, 1991.
3. Prasanna Chandra, Security Analysis & Portfolio Management, *Mc Graw- Hill*.
4. Sudhindhra Bhatt, Security Analysis and Portfolio Management, Excel books India, 2009.



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**Revised Syllabus  
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Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme**

**(Department Of Management Studies) First Year  
*Semester III***

**Under Autonomy**

***(To be implemented from Academic Year – 2018 -  
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**Syllabus of Courses of  
Bachelor of Management Studies (BMS) Programme  
at Semester III  
(Implemented during Academic Year 2018-19)  
Information Technology in Business Management-I**

*(Implemented during Academic Year 2018-19)*

*(wef 2018-19)*

Sr. No.	Modules	No. of Hours
1	Introduction to IT Support in Management	11
2	Office Automation using MS-Office	11
3	Email, Internet and its Applications	11
4	E-Security	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

**Module at a Glance**

**Objectives:**

1. To learn basic concepts of Information Technology, its support and role in management, to provide students with expertise in the technological aspects of management specially use of computers for solving business problems and making managerial decisions.
2. Module II comprises of practical hands-on training required for office automation. It is expected to have practical sessions of latest MS-Office software
3. To understand basic concepts of Email, Internet and websites, domains and security therein
4. To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features.

**Course Outcomes:**

After completion of this course the learner will be able to:

- CO1:** Apply the concepts of IT for management. (Level: Apply)
- CO2:** Prepare documents using office productivity software. (Level: Apply)
- CO3:** Describe consumer-oriented E-Commerce. (Level: Understand)
- CO4:** Describe the various types of security threats. (Level: Understand)

  
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Sr. No.	Modules / Units
1	<p align="center"><b>Introduction to IT Support in Management</b></p> <ul style="list-style-type: none"> <li>• <b>Information Technology concepts</b> Concept of Data, Information and Knowledge Concept of Database</li> <li>• <b>Introduction to Information Systems and its major components.</b> Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) Types of CBIS - brief descriptions and their interrelationships/hierarchies Office Automation System(OAS) Transaction Processing System(TPS) Management Information System(MIS) Decision Support Systems (DSS) Executive Information System(EIS) Knowledge based system, Expert system</li> <li>• <b>Success and Failure of Information Technology.</b> Failures of Nike and AT&amp;T</li> <li>• <b>IT Development Trends</b></li> </ul> <p align="center"><b>Major areas of IT Applications in Management (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• <b>Concept of Digital Economy and Digital Organization.</b></li> <li>• <b>IT Resources</b> Open Source Software - <b>Concept and Applications. (Employability)</b></li> </ul> <p>Study of Different Operating Systems. (Windows / Linux/ DOS)</p>
2	<p><b>Office Automation using MS-Office</b></p> <ul style="list-style-type: none"> <li>• <b>Learn Word:</b> Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature</li> <li>• <b>Spreadsheet application (e.g. MS-Excel/openoffice.org)</b> Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical Using Advanced Functions : Use of VLookup/Hlookup Data analysis – sorting data, filtering data (AutoFilter , Advanced</li> </ul>

  
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	<p>Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</p> <ul style="list-style-type: none"> <li>• <b>Presentation Software</b>            Creating a presentation with minimum 20 slides with a script (Skill Development). Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</li> </ul>
3	<p><b>Email, Internet and its Applications</b></p> <ul style="list-style-type: none"> <li>• <b>Introduction to Email</b>            Writing professional emails            Creating digitally signed documents.</li> <li>• <b>Use of Outlook</b> : Configuring Outlook, Creating and Managing profile in outlook,            Sending and Receiving Emails through outlook            Emailing the merged documents.            Introduction to Bulk Email software</li> <li>• <b>Internet</b>            Understanding Internet Technology            Concepts of Internet, Intranet, Extranet            Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses)            Study of LAN, MAN, WAN</li> <li>• <b>DNS Basics.</b>            Domain Name Registration, Hosting Basics.</li> <li>• <b>Emergence of E-commerce and M-Commerce</b>            Concept of E-commerce and M-Commerce            Definition of E-commerce and M-Commerce            Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance)            Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.</li> </ul>
4	<p><b>E-Security</b></p> <ul style="list-style-type: none"> <li>• <b>Threats to Computer systems and control measures.</b>            Types of threats-            Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism)            Threat Management</li> <li>• <b>IT Risk</b>            Definition, Measuring IT Risk, Risk Mitigation and Management</li> <li>• <b>Information Systems Security</b></li> <li>• <b>Security on the internet</b>            Network and website security risks</li> </ul>



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	<p>Website Hacking and Issues therein. Security and Email</p> <ul style="list-style-type: none"> <li>• <b>E-Business Risk Management Issues</b> Firewall concept and component, Benefits of Firewall</li> <li>• <b>Understanding and defining Enterprise wide security framework</b></li> <li>• <b>Information Security Environment in India with respect to real Time Application</b></li> <li>• <b>in Business</b> Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, Examples; E-Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions Threat Hunting Software</li> </ul>
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### Reference Books

1. Information Technology for Management, 6TH ED (With CD )  
  
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step  
  
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan  
  
(E-Book :  
<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
5. Electronic Commerce - Technologies & Applications. Bharat, Bhaskar  
  
<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>



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# Nagindas Khandwala College



**Revised Syllabus  
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Of Course  
Of  
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**(Department Of Management Studies) First Year  
*Semester IV***

**Under Autonomy**

***(To be implemented from Academic Year – 2018 -  
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# Information Technology in Business Management-II

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at a Glance

Sr. No.	Modules	No. of Hours
1	Management Information system	7
2	ERP/E-SCM/E-CRM	8
3	Introduction to databases and data warehouse	7
4	Outsourcing	8
<b>Total</b>		<b>30</b>
		<b>2 Credits</b>

### Objectives:

1. To understand managerial decision-making and to develop perceptiveness of major functional area of MIS.
2. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
3. To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse.
4. To learn outsourcing concepts. BPO/KPO industries, their structures, cloud computing.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of MIS. (Level: Understand)

**CO2:** Distinguish between ERP/E-SCM/E-CRM. (Level: Analyse)

**CO3:** Describe database and data warehouse. (Level: Understand)

**CO4:** Analyse the need for outsourcing in business. (Level: Analyse)

Sr. No.	Modules / Units
1	Management Information System

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	<ul style="list-style-type: none"> <li>• <b>Management Information System</b> Definition, Characteristics</li> <li>• <b>Subsystems of MIS (Activity and Functional subsystems)</b></li> <li>• <b>Structure of MIS</b></li> <li>• <b>Reasons for failure of MIS.</b></li> <li>• <b>Understanding Major Functional Systems</b> <b>Marketing &amp; Sales Systems (Skill Development)</b> Finance &amp; Accounting Systems  Manufacturing &amp; Production Systems  Human Resource Systems  Inventory Systems</li> <li>• <b>Sub systems, description and organizational levels</b></li> <li>• <b>Decision support system</b> Definition Relationship with MIS</li> <li>• <b>Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</b></li> </ul>
2	<b>ERP/E-SCM/E-CRM</b>
	<ul style="list-style-type: none"> <li>• <b>Concepts of ERP</b></li> <li>• <b>Architecture of ERP</b> Generic modules of ERP</li> <li>• <b>Applications of ERP</b></li> <li>• <b>ERP Implementation concepts</b> ERP lifecycle</li> <li>• <b>Concept of XRP (extended ERP)</b></li> <li>• <b>Features of commercial ERP software</b> Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</li> <li>• <b>Concept of e-CRM</b> E-CRM Solutions and its advantages, How technology helps?</li> <li>• <b>CRM Capabilities and customer Life cycle</b> Privacy Issues and CRM</li> <li>• <b>Data Mining and CRM (Skill Development)</b> CRM and workflow Automation</li> <li>• <b>Concept of E-SCM</b> Strategic advantages, benefits E-SCM Components and Chain Architecture</li> <li>• <b>Major Trends in e-SCM</b></li> <li>• <b>Case studies ERP/SCM/CRM</b></li> </ul>
3	<b>Introduction to Database and Data Warehouse</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to DBMS</b></li> </ul>



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	<p>Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.</p> <ul style="list-style-type: none"> <li>• <b>Data Warehousing and Data Mining</b> Concepts of Data warehousing, Importance of data warehouse for an organization</li> </ul> <p>Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries</p> <ul style="list-style-type: none"> <li>• <b>Data Mining</b> The scope and the techniques used</li> <li>• <b>Business Applications of Data warehousing and Data mining</b></li> </ul>
4	<b>Outsourcing</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Outsourcing</b> Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes</li> <li>• <b>Business Process Outsourcing (BPO)</b> Introduction</li> <li>• <b>BPO Vendors</b> How does BPO Work? BPO Service scope Benefits of BPO <b>BPO and IT Services (Employability)</b> Project Management approach in BPO BPO and IT-enabled services</li> <li>• <b>BPO Business Model</b> Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO</li> <li>• <b>BPO to KPO</b> Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario</li> <li>• <b>Outsourcing in Cloud Environment</b> Cloud computing offerings</li> <li>• <b>Traditional Outsourcing Vs. Cloud Computing</b></li> </ul>



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## Reference Books

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3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan
- 5.(EBook:<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
6. Electronic Commerce - Technologies & Applications. Bharat, Bhaskar
- 7.<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>



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# Nagindas Khandwala College



**Revised Syllabus  
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Bachelor of Management Studies (BMS) Programme**

**(Department Of Management Studies) First Year  
Semester V**

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# Logistics and Supply Chain Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Overview of Logistics and Supply Chain Management.	11
2	Elements of Logistics Mix.	11
3	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis.	11
4	Recent Trends in Logistics and Supply Chain Management.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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 supply chain, its functions and supply chain systems.
4. To understand global trends in logistics and supply chain management.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of logistics and logistics chain management. (Level: Understand)

**CO2:** Apply the elements of logistics mix to business. (Level: Apply)

**CO3:** Apply the rural marketing mix to business. (Level: Apply)

**CO4:** Analyse the different strategies used in rural markets. (Level: Analyse)



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S N	Modules/ Units
1	<p><b>Overview of Logistics and Supply Chain Management</b></p> <p>a) <b>Introduction to Logistics Management</b></p> <ul style="list-style-type: none"> <li>• Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</li> </ul> <p>b) <b>Introduction to Supply Chain Management</b></p> <p>c) Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, <b>Channel Management and Channel Integration (Skill Development)</b>. <b>Customer Service: Key Element of Logistics</b></p> <ul style="list-style-type: none"> <li>• Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</li> </ul> <p>d) <b>Demand Forecasting</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</li> </ul>
2	<p><b>Elements of Logistics Mix</b></p> <p>a) <b>Transportation</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p>b) <b>Warehousing</b></p> <ul style="list-style-type: none"> <li>• Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</li> </ul> <p>c) <b>Materials Handling</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</li> </ul> <p>d) <b>Packaging</b></p> <ul style="list-style-type: none"> <li>• Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</li> </ul>

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SN	Modules/ Units
3	<b>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</b>
	<p>a) <b>Inventory Management</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)</li> </ul> <p>b) <b>Logistics Costing</b></p> <ul style="list-style-type: none"> <li>• Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</li> </ul> <p>c) <b>Performance Measurement in Supply Chain</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</li> </ul> <p>d) <b>Logistical Network Analysis</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>
4	<b>Recent Trends in Logistics and Supply Chain Management</b>
	<p>a) <b>Information Technology in Logistics</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p>b) <b>Modern Logistics Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</li> </ul> <p>c) <b>Logistics Outsourcing</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p>d) <b>Logistics in the Global Environment</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>



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## Reference Books

1. David Simchi Levi, Philip Kaminshy, Edith Simchi Levi Designing & Managing the Supply Chain: Concepts, Strategies and Case Studies Logistic- Tata Mc Graw- Hill Publishing Company Limited.
2. Donald Waters -Logistics: An Introduction to Supply Chain-Palgrave Macmillan.
3. Martin Christopher -Strategies for Reducing Cost & Improving Service- Logistics & Supply Chain Management, Pitman Publishing.
4. Vinod Sople -The Supply Chain Imperative-Logistic Management-Pearson.
5. Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process- Mc Graw- Hill
6. Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain- Kogan Page Publishers.
7. Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education.
8. Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson.



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) First Year  
*Semester VI*  
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# Media Planning and Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Overview of Media and Media Planning	11
2	Media Mix & Media Strategy	11
3	Media Budgeting, Buying & Scheduling	11
4	Developments in International Marketing	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

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

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of media and media planning. (Level: Understand)

**CO2:** Apply media mix and media strategy to products and services. (Level: Apply)

**CO3:** Analyze a media budget, buying and scheduling. (Level: Analyze)

**CO4:** Evaluate measurement of various media. (Level: Evaluate)



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S N	Modules/ Units
1	<p><b>Overview of Media and Media Planning</b></p> <p>a) <b>Overview of Media and Media Planning:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Media &amp; Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning</li> </ul> <p>b) <b>Media Research:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Role and Importance</li> <li>• 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</li> </ul>
2	<p><b>Media Mix and Media Strategy</b></p> <p>a) <b>Media Mix:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p>b) <b>Media Choices:</b></p> <ul style="list-style-type: none"> <li>• <b>Print Meaning-</b> Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations</li> <li>• <b>Television-</b> Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations</li> <li>• <b>Radio-</b> Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations</li> <li>• <b>Out of Home (OOH)-</b> Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</li> </ul> <p>c) <b>Emerging Media:</b></p> <ul style="list-style-type: none"> <li>• Online, Mobile, Gaming, In flight, In Store, Interactive Media</li> </ul> <p>d) <b>Media Strategy:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components</li> <li>• Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</li> </ul>



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S N	Modules/ Units
3	Media Budgeting, Buying & Scheduling
	<p><b>a) Media Budget (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• Meaning</li> <li>• Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase</li> <li>• Importance of Media Budget.</li> <li>• Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate &amp; Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency &amp; Reach Method &amp; Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</li> </ul> <p><b>b) Media Buying (Skill Development):</b></p> <ul style="list-style-type: none"> <li>• Meaning, Role of Media Buyer, Objectives of Media Buying,</li> <li>• Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy</li> <li>• Buying brief: Concept &amp; Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback</li> <li>• Criteria in Media Buying</li> </ul> <p><b>c) Media Scheduling</b></p> <ul style="list-style-type: none"> <li>• Meaning, Importance</li> <li>• Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group.</li> <li>• Scheduling Patterns – Continuity, Flighting, Pulsing</li> <li>• Scheduling Strategies for Creating Impact: Road Block, Day or Day part</li> <li>• Emphasis, Multiple Spotting, Teasers</li> </ul>



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S N	Modules/ Units
4	<b>Developments in International Marketing</b>
	<p><b>a) Media Measurement:</b></p> <ul style="list-style-type: none"> <li>• <b>Basic Metrics:</b> Reach, Cumulative/Frequency Reach, Discrete &amp; Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach</li> <li>• <b>Television Metrics:</b> Dairy v/s Peplemeter,TRP,/TVR, Program Reach &amp; TimeSpent, Stickiness Index, Ad Viewership</li> <li>• <b>Radio Metrics:</b> Arbitron Radio Rating</li> <li>• <b>Print Metrics:</b> Circulation, Average Issue Readership (AIR), Total or ClaimedReader, Sole or Solus reader.</li> <li>• <b>OOH Metrics:</b> Traffic Audit Bureau (TAB)</li> </ul> <p><b>b) Benchmarking Metrics:</b></p> <ul style="list-style-type: none"> <li>• Share, Profile, and Selectivity Index</li> </ul> <p><b>c) Plan Metrics:</b></p> <ul style="list-style-type: none"> <li>• Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).</li> </ul> <p><b>d) Evaluating Media Buys</b></p> <ul style="list-style-type: none"> <li>• <b>Evaluating Television Media Buying:</b> 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</li> <li>• <b>Evaluating Print Media Buying:</b> 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.</li> <li>• <b>Evaluating Other Media Buys:</b> Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</li> </ul>

### Reference Books

1. *Arpita Menon, Media Planning and Buying, Tata McGraw Hill Education Private Limited, Second Edition 2010*
2. *Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.*
3. *Larry Percy and Richard Elliott, Strategic Advertising Management, Oxford University Press, Second Edition*
4. *Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,*
5. *Dennis. F.Herrick, Media Management in Age of Giants, Surjeet Publications*

6. *Charles Warner and Joseph Buchman, Media selling, Surjeet Publication, 3rd edition*



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# Nagindas Khandwala College



**Revised Syllabus  
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# Operations Research

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
3	Network Analysis	15
4	Job Sequencing and Theory of Games	15
<b>Total</b>		<b>60</b>
		<b>4 Credits</b>

### Objectives:

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

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain concepts of operations research and linear programming.  
(Level: Understand)

**CO2:** Solve problems of assignment and transportation models. (Level: Apply)

**CO3:** Apply network analysis. (Level: Apply)

**CO4:** Solve problems related to job sequencing and theory of games. (Level: Apply)



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S N	Modules/ Units
1	Introduction to Operations Research and Linear Programming
	<p>a) <b>Introduction To Operations Research</b></p> <ul style="list-style-type: none"> <li>• Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</li> </ul> <p>b) <b>Linear Programming Problems: Introduction and Formulation</b></p> <ul style="list-style-type: none"> <li>• Introduction to Linear Programming</li> <li>• Applications of LP</li> <li>• Components of LP</li> <li>• Requirements for Formulation of LP Problem</li> <li>• Assumptions Underlying Linear Programming</li> <li>• Steps in Solving LP Problems</li> <li>• LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</li> </ul> <p>c) <b>Linear Programming Problems: Graphical Method</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z)</li> <li>• Two Decision Variables and Maximum Three Constraints Problem</li> <li>• Constraints can be "less than or equal to", "greater than or equal to" or a combination of both the types i.e. mixed constraints.</li> <li>• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</li> </ul> <p>d) <b>Linear Programming Problems: Simplex Method</b></p> <ul style="list-style-type: none"> <li>• Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems.</li> <li>• Two or Three Decision Variables and Maximum Three Constraints Problem. (Upto Maximum Two Iterations)</li> <li>• All Constraints to be "less than or equal to" Constraints. ("Greater than or Equal to" Constraints not included.)</li> <li>• Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Surplus Variable, Artificial Variable and Duality to be covered only at <u>Conceptual</u> level for Theory Questions only and not included in Numerical.</li> <li>2. Sensitivity Analysis including Profit Range and Capacity Range is not included.</li> </ol>



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S N	Modules/ Units
2	<b>Assignment and Transportation Models</b>
	<p>a) <b>Assignment Problem – Hungarian Method</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced Problems.</li> <li>• Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Assignment Problems.</li> <li>• Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Travelling Salesman Assignment Problem is not included.</li> </ol> <p>b) <b>Transportation Problems</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced problems.</li> <li>• Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Transportation Problems.</li> <li>• <u>Initial Feasible Solution (IFS)</u> by: <ul style="list-style-type: none"> <li>a. North West Corner Rule (NWCR)</li> <li>b. Least Cost Method (LCM)</li> <li>c. Vogel's Approximation Method (VAM)</li> </ul> </li> <li>• Maximum 5 x 5 Transportation Matrix.</li> <li>• Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and <math>\Delta</math>)</li> <li>• <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Production Scheduling Problem is not included.</li> <li>2. Time Minimization Problem is not included.</li> <li>3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.</li> </ol>



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S N	Modules/ Units
3	Network Analysis
	<p>a) <b>Critical Path Method (CPM)</b></p> <ul style="list-style-type: none"> <li>• Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity,</li> <li>• Construction of a Network Diagram. Node Relationship and Precedence Relationship.</li> <li>• Principles of Constructing Network Diagram.</li> <li>• Use of Dummy Activity</li> <li>• Numerical Consisting of Maximum Ten ( 10) Activities.</li> <li>• Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time.</li> <li>• Forward Pass and Backward Pass Methods.</li> <li>• Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float</li> </ul> <p>b) <b>Project Crashing</b></p> <ul style="list-style-type: none"> <li>• Meaning of Project Crashing.</li> <li>• Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity.</li> <li>• Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs.</li> <li>• Time – Cost Trade off in Project Crashing.</li> <li>• Optimal (Minimum) Project Cost and Optimal Project Completion Time.</li> <li>• Process of Project Crashing.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Numerical based on Maximum Four (04) Iterations of Crashing</li> </ul> <p>c) <b>Program Evaluation and Review Technique (PERT)</b></p> <ul style="list-style-type: none"> <li>• Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). ( Skill Development)</li> <li>• Expected Time (te) of an Activity Using Three Time Estimates.</li> <li>• Difference between CPM and PERT.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Construction of PERT Network using te values of all Activities.</li> <li>• Mean (Expected) Project Completion Time.</li> <li>• Standard Deviation and Variance of Activities.</li> <li>• Project Variance and Project Standard Deviation.</li> <li>• 'Prob. Z' Formula.</li> <li>• Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique.</li> <li>• Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>

S N	Modules/ Units
4	<b>Job Sequencing and Theory of Games</b>
	<p><b>a) Job Sequencing Problem</b></p> <ul style="list-style-type: none"> <li>• Processing Maximum 9 Jobs through Two Machines only.</li> <li>• Processing Maximum 6 Jobs through Three Machines only.</li> <li>• Calculations of Idle Time, Elapsed Time etc.</li> </ul> <p><b>b) Theory of Games</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</li> <li>• Types of Games.</li> <li>• Numericals based on: <ul style="list-style-type: none"> <li>▪ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.</li> </ul> </li> </ul>



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2. Kapoor V.K., *Operations Research Techniques for Management, 7th Edition*, Sultan Chand & Sons
3. Kantiswarup, Gupta P.K. & Manmohan, *Operations Research 9th Edition*, Sultan Chand & Sons
4. Sharma S.D., *Operations Research, 8th Edition*, Kedarnath, Ramnath & Company
5. Bronson R, *Operations Research, 2nd Edition*, Shaum's Outline Series
6. Vora N.D, *Quantitative Techniques in Management, 3rd Edition*, Tata McGraw Hill co.
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13. Paul Loomba, *Linear Programming*, Tata McGraw Hill Publishing Co. Ltd.
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 2019)**

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 NAGINDAS KHANDWALA COLLEGE OF COMMERCE  
 ARTS & MANAGEMENT STUDIES AND SHANTABEN  
 NAGINDAS KHANDWALA COLLEGE OF SCIENCE  
 (AUTONOMOUS)  
 MALAD (W), MUMBAI - 400 084

# Personal Effectiveness Management

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Self-Esteem and Positive Attitudes	11
2	Working with others	11
3	Valuing Diversity	11
4	Workplace Success	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. Learners learn to manage their time, emotions and priorities effectively.
2. Build their confidence in dealing with difficult people and conflicts at workplace
3. How to persuade and influence others to achieve results.
4. Develop an action plan to enhance personal effectiveness at work.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Practice self-esteem and positive attitude. (Level: Apply)

**CO2:** Demonstrate the ability to work with others. (Level: Apply)

**CO3:** Analyse the diversity at the workplace. (Level: Analyse)

**CO4:** Demonstrate principles of career planning. (Level: Apply)



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### Detailed Syllabus

Sr. No.	Modules / Units
1	<b>Self- Esteem and Positive Attitudes</b>
	<ul style="list-style-type: none"> <li>• <b>Self-Esteem</b> – What is self-esteem? Self-concept and self-esteem, how self-esteem is formed, Causes of low self-esteem, Depression and self-esteem, Techniques to increase self-esteem- behavioural methods, cognitive methods, humanistic methods, assertiveness, Physical appearance as a source of self-esteem, Improving body image</li> <li>• <b>Positive Attitudes</b> – Definition, How attitudes develop, How attitudes are learned, Attitudes and their influence on others, Ways of improving attitudes, Coping with other people’s negative attitudes.</li> </ul>
2	<b>Working with others</b>
	<ul style="list-style-type: none"> <li>• <b>Value-added qualities</b> – cheerfulness, sense of humour, tactfulness, empathy and sympathy, willingness to participate</li> <li>• <b>Negative traits to avoid</b> – resentment, irritating habits, envy or jealousy, self-pity</li> <li>• <b>Being a team player</b> – Keys to getting along with others, being a good team player, understanding your role in the team</li> <li>• <b>Understanding your work group</b> – helping your colleagues, identify colleagues with special characteristics – complainers, tattletale, bossy, favourite, arguer</li> </ul>
3	<b>Valuing Diversity</b>
	<p><b>Diversity at the workplace (Employability)</b></p> <ul style="list-style-type: none"> <li>• – understanding the workforce today, taking pride in once culture and understanding other’s perspective</li> <li>• <b>Cultural Conflicts</b> – Understanding other cultures, managing language barriers, making cultural adjustments</li> <li>• <b>Discrimination</b> – Prejudice and stereotyping, avoiding, resisting or fighting discrimination</li> </ul>
4	<b>Workplace Success</b>
	<ul style="list-style-type: none"> <li>• <b>First day on the job</b> – <b>Preparing a resume ( Skill Development)</b>, Employment forms, Job description, rules of the job, safety rules</li> <li><b>Keeping your job</b> – work environment, workplace politics, integrity and ethics at the workplace, understanding employer expectations, keeping high standards – honesty, petty theft, expense account abuses, alcohol abuse</li> <li>• <b>Planning your career</b> – Visualise success in your career, <b>Career Goal</b>,</li> </ul>

	goal planning, how to leave a job
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### Reference Books :

1. Masters, W. &. (2001). Personal Development for Life and Work. Singapore: Thomson Learning.
2. Melgosa, D. J. (2014). Discover your worth-The importance of self-esteem and how to develop it. Spain: New Lifestyle.
3. Onkar, R. (2009). Personality Development and Career Management. New Delhi: S. Chand & Company Ltd. .
4. Schustack, H. S. (2004). Personality - Classic Theories and Modern Research. Delhi: Pearson Education.



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# Nagindas Khandwala College



**Revised Syllabus  
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 Question Paper Pattern  
 Of Course  
 Of  
 Bachelor of Management Studies (BMS) Programme  
  
 (Department Of Management Studies) First Year  
*Semester I and II*  
  
 Under Autonomy  
  
*(To be implemented from Academic Year – 2018 -  
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# Product Innovations Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Innovations Management	11
2	Managerial Aspects of Innovations functions	11
3	Product innovations, Process Innovations and Innovations Diffusion	11
4	New Product Development Strategy	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

## Objectives:

1. To understand the concept of innovations and relevance of innovations in the present-day scenario.
2. To understand the importance of protecting innovations and legal aspects related to innovations.
3. To study product innovations, process innovations and innovations diffusion.
4. To acquaint the students with stages in new product development

## Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of innovation and innovation management.

(Level: Understand)

**CO2:** Apply the managerial aspects of innovation. (Level: Apply)

**CO3:** Contrast between product, process and new product strategy. (Level: Analyse)

**CO4:** Demonstrate an understanding of diffusion of innovation. (Level: Apply)



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Detailed syllabus

Sr. No.	Modules / Units
1	<b>Innovations Management</b>
	• <b>Introduction -Innovations Management</b>
	Innovations: Concept; Features; Types of Innovations; Innovations management;
	Features of Innovations Management; Significance of innovations; Principles of innovations.
	• <b>Thinking Tools for Innovations (Skill Development)</b>
	Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking;
	Intuition; Introduction to creativity; Process of creativity; Creativity methods
	• <b>Legal Aspects of innovations</b>
	Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting
	trends; trademarks; Industrial designs; Copyrights ;Trade secrets
2	<b>Managerial Aspects of Innovations functions</b>
	• <b>Organizing for Innovations</b>
	Introduction; Concepts; Organizational theories and structures; Traits of innovative
	• organization; Factors influencing organizational design and Size decision.
	<b>Strategizing Innovations</b>
	Introduction; Innovations as a strategy component; Developing innovation strategy;
	• Innovation strategies; Market standing based strategies.
	<b>Managing Innovations Functions (Skill Development)</b>
	Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management
	• <b>Climate and culture for innovations</b>
	Introduction; Need for creative organizations; Characteristics of creative organizations; Creating creative organizations – 7s framework; Fostering innovations
	climate and culture.
3	<b>Product innovations, Process Innovations and Innovations Diffusion</b>
	• <b>Introduction to product innovations</b>
	Types of new products; Technology strategy for product innovation; New product
	development process; Packaging innovations; Positioning innovations; New Product



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	Failures; Cases of Innovating companies. • <b>Process Innovations</b>
	Introduction; Concept of Process; Features of process; Types of process innovations;
	Process Management; Process improvement methods; Business Process reengineering; Benchmarking.
	• <b>Innovations Diffusion</b>
	Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion
	as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.
4	<b>New Product Development Strategy</b>
	• <b>New Product Development and Product specifications (Skill Development)</b>
	Concept of new product development, specifications: Establishment of specifications,
	Establishing Target specifications; Setting the final specifications.
	• <b>Concept Generation, Selection and Testing</b>
	5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.
	• <b>Product testing</b>
	Introduction, Purpose of product testing; Overriding concerns of product testing;
	Major decision in constructing a product test.

## Reference Books

1. Dr. C.S.G. Krishnamacharyulu and Dr. R. Lalitha, Innovation Management, Himalaya Publishing House, First Edition 2007
2. Karl Ulrich, Product design and Development, McGraw hill, 4 Edition.
3. Michael Baker and Susan Hart, Product strategy and Management, Pearson Education, 2nd Edition
4. Jacob Goldenberg and David Mazursky, Creativity in product innovation, Cambridge University Press, 2002
5. Robert G. Cooper and Scott J. Edgett, Product innovation and technology strategy, Product Development Institute Inc., 2009



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6. Allan Afuah, Innovation Management: Strategies Implementation & Profits, Oxford University Press, 2009



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**Revised Syllabus  
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(Department Of Management Studies) First Year  
Semester I**

**Under Autonomy**

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## 4.Principles of Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Management and its evolution	11
2	Planning Decision Making and Controlling	11
3	Organizational Management	11
4	Leadership and Change	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at a Glance

#### Objectives:

1. To relate, discuss, understand the management principles, processes and procedures in consideration of their efforts on individual actions.
2. Knowledge and understanding of the subject will enable the student to gain valuable insights into the working of business and other organization.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe the concepts of management. (Level: Understand)

**CO2:** Apply principles of planning, decision making and controlling in organizations. (Level: Apply)

**CO3:** Discuss organizational management strategies. (Level: Understand)

**CO4:** Demonstrate of understanding business ethics, CSR and leadership. (Level: Apply)



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### Detailed Syllabus

Sr.No.	Modules / Units
1	<b>Management and its evolution</b>
	<ul style="list-style-type: none"> <li>• <b>Concept of management</b> – concept, significance, managerial grid</li> <li>▪ <b>Management in new millennium</b> <ul style="list-style-type: none"> <li>• Four management functions</li> <li>• Managerial roles</li> <li>• Management as a set of skills</li> </ul> </li> <li>• Evolution of Management - Contribution of F.W Taylor, <b>Bureaucratic Management and Hawthorne Studies (Skill Development)</b></li> </ul>
2	<b>Planning Decision Making and Controlling.</b>
	<ul style="list-style-type: none"> <li>• <b>Planning (Employability):</b> Meaning, Importance, Process, MBO, Planning premises, Pitfalls of planning, Formal planning and opportunity planning</li> <li>• <b>Decision Making:</b> Meaning, Importance, Process, Techniques, Difference between planning and decision making, <b>Cognitive Biases and decision making. (Skill Development)</b></li> <li>• <b>Controlling:</b> Meaning, process, Techniques, Close relationship of planning and controlling</li> </ul>
3	<b>Organizational Management</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing:</b> Meaning, Importance, Features</li> <li>• <b>Managing the structure (vertical dimensions of organizational structure)</b> <ul style="list-style-type: none"> <li>○ Unity of command</li> <li>○ Authority, Responsibility &amp; Accountability</li> <li>○ Span of control</li> <li>○ Centralization and Decentralization</li> </ul> </li> <li>• <b>Managing the structure (horizontal dimensions of organizational structure)</b> <ul style="list-style-type: none"> <li>○ Line structure</li> <li>○ Funnel structure</li> <li>○ Divisional structure</li> <li>○ Matrix Structure</li> </ul> </li> </ul>

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<b>4</b>	<p><b>Leadership and Change</b></p> <ul style="list-style-type: none"> <li>• <b>Directing:</b> Meaning and Process</li> <li>• <b>Leadership:</b> Meaning, Style, Quality of good leader <ul style="list-style-type: none"> <li>○ Power: The key to leadership (Employability Development)</li> <li>○ Models of leadership: Trait model, Behaviour model, Contingency model</li> <li>○ Transformational leadership: Meaning, Transformational and Transactional leadership</li> </ul> </li> <li>• <b>Managing organizational change:</b> <ul style="list-style-type: none"> <li>○ Types of change</li> <li>○ Forces for change</li> <li>○ Resistance for change</li> <li>○ Models of organizational change</li> <li>○ Implementation of change &amp; tactics for introducing change</li> </ul> </li> </ul>
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#### Reference Books

- Management: People, Performance, Change, 2nd Edition, Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy
- Management: People, Performance, Change, 2nd Edition, Luis R. Gomez-Mejia, David B.
- Balkin, Robert L. Cardy
- Contemporary Management, 3rd Edition, Gereth Jones and Jennifer George
- Essentials of Management: International and Leadership Perspective 9th Edition, Harold Koontz and Heinz Wehrich
- Principles of Management, Ramasamy, Himalya Publication, Mumbai
- Principles of Management, Tripathi Reddy, Tata Mc Grew Hill
- Management Text & Cases, VSP Rao, Excel Books, Delhi
- Management Concepts and OB, P S Rao & N V Shah, AjabPustakalaya
- Essentials of Management, Koontz II & W, Mc. Grew Hill, New York
- Principles of Management-Text and Cases –Dr..M.SakthivelMurugan, New Age Publications



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Of  
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(Department Of Management Studies) First Year  
Semester II**

**Under Autonomy**

***(To be implemented from Academic Year – 2018 -  
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## 4.Principles of Marketing

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction to Marketing	11
2	Segmentation, Targeting, Positioning, MIS and Consumer Behaviour	11
3	Marketing Mix	11
4	Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the Digital Age	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Module at Glance

#### Objectives:

1. To introduce the marketing concept and how we identify, understand and satisfy the needs of customers and markets.
2. To analyze companies and competitors and to introduce marketing strategy to increase awareness of the strategic and tactical decisions behind today's top performing brands.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Explain the core concepts of marketing. (Level: Understand)

**CO2:** Apply the concepts of segmentation, targeting, positioning and consumer behaviour. (Level: Apply)

**CO3:** Analyse the elements of the marketing mix. (Level: Analyse)

**CO4:** Compare and contrast the different strategies for promotion. (Level: Analyse)



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### Detailed Syllabus

Sr. No.	Modules / Units
1	<p><b>Introduction to Marketing</b></p> <p>Importance of marketing: Definition, Importance of marketing, The 4P's and 4C's of marketing(<b>Employability</b>) Marketing v/s Selling.</p> <p><b>Core Marketing Concepts</b> Needs want and demand, Target markets, positioning &amp; segmentation, Offering and Brands, Value and Satisfaction, Marketing Channels, Supply Chain, Competition, Marketing Environment</p> <p><b>Company Orientation towards the Marketplace</b> The Production Concept, The Product Concept, The selling Concept, The Marketing Concept, The Holistic Marketing Concept</p> <p><b>Changes in the Marketing Place</b> The new digital age, Rapid Globalization, Ethics and Responsibility Growth for Not for Profit Marketing</p>
2	<p><b>Segmentation, Targeting, Positioning, MIS and Consumer Behavior</b></p> <p><b>Segmentation</b> – Meaning, importance, basis</p> <p><b>Targeting</b> – Meaning, evaluating market segments and selecting market segments, concentrated marketing, micromarketing, choosing a target marketing strategy</p> <p><b>Positioning</b> – Meaning, strategies, developing a positioning statement</p> <p><b>MIS and Consumer Behaviour</b> Meaning, features and Importance, Consumer Behaviour meaning, Importance, Factors affecting consumer behaviour</p>
3	<p><b>Marketing Mix</b></p> <p><b>Marketing mix:</b> Meaning – elements of Marketing Mix</p>

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	<p><b>Product</b> - Product Services and experience, Levels of Products, Product line decisions, Product mix decisions, New product development – failure of new product, Product life cycle strategies</p> <p><b>Branding Strategy</b> – Building strong brands, Brand equity and Managing Brands</p> <p><b>Pricing</b> – Objective, Factors influencing pricing policy and pricing strategy.</p> <p><b>Physical distribution</b> – meaning, Factor affecting channel selection, types of marketing channels</p>
4	<p><b>Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the Digital Age</b></p> <p><b>Advertising</b> - Setting advertising objectives, Setting the advertising budget, Developing advertising strategy.</p> <p><b>Sales Promotion</b> – Objectives, Major sales promotion tools</p> <p><b>Public-Relations</b> – Role and Impact of Public Relations, Major Public Relations tools</p> <p><b>Personal Selling (Skill Development)</b>– Nature of Personal Selling, The role of sales force</p> <p>Direct Marketing – The new direct marketing model, benefits and growth of direct marketing</p> <p><b>Marketing Strategies in the Digital Age</b> – E-Business, E-Commerce and E-Marketing, Benefits to buyer, Benefits to seller, E-Market domains (B2C, B2B, C2C, C2B), Click only versus Click and Mortar E-Marketers, Opportunities and Challenges to E-Marketing</p>

### Reference Books

- *Marketing Management, A South Asia Perspective 13<sup>th</sup> edition, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha*
- *Principles of Marketing 13<sup>th</sup> edition: Pearsons, Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque*
- *Kotler, Philip, Marketing Management, Prentice Hall, New Delhi.*
- *Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.*
- *Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.*
- *McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.*



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# Project Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Project Management & Project Initiation.	11
2	Analysing Project Feasibility.	11
3	Budgeting, Cost & Risk Estimation in Project Management.	11
4	New Dimensions in Project Management.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management
2. To give a comprehensive overview of Project Management as a separate area of Management
3. To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of project management. (Level: Understand)

**CO2:** Analyse project feasibility. (Level: Analyse)

**CO3:** Analyse budget, cost and risk estimates in project management. (Level: Analyse)

**CO4:** Describe new dimensions in project management. (Level: Understand)



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S N	Modules/ Units
1	<p><b>Introduction to Project Management &amp; Project Initiation</b></p> <p><b>a) Introduction to Project Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning/Definition of Project &amp; Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</li> </ul> <p><b>b) Organizational Structure (Project Organization):</b></p> <ul style="list-style-type: none"> <li>• Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</li> </ul> <p><b>c) Project Initiation:</b></p> <ul style="list-style-type: none"> <li>• <b>Project Selection</b>-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection ( Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection</li> <li>• <b>Project Manager</b>-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager</li> <li>• <b>Project Planning</b>-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, <b>Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling (Skill Development)</b></li> </ul>
2	<p><b>Analyzing Project Feasibility</b></p> <p><b>a) Project Feasibility Analysis:</b></p> <ul style="list-style-type: none"> <li>• Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility</li> <li>• Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility</li> <li>• SWOT Analysis ( Environment Impact Assessment, Social Cost Benefit Analysis)</li> </ul> <p><b>b) Market Analysis:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Market Analysis, Demand Forecasting, Product Market Analysis, Customer Requirement Analysis</li> </ul> <p><b>b) Technical Analysis:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</li> </ul> <p><b>c) Operational Analysis:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Operation Management, Importance of Operation</li> </ul>

  
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Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations
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S N	Modules/ Units
3	<b>Budgeting, Cost &amp; Risk Estimation in Project Management</b>
	<p><b>a) Funds Estimation in Project:</b></p> <ul style="list-style-type: none"> <li>• Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets &amp; Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</li> </ul> <p><b>b) Risk Management in Projects:</b></p> <ul style="list-style-type: none"> <li>• What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis &amp; Identification, Impact of Risk Handling Measures, Work Break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</li> </ul> <p><b>c) Cost Benefit Analysis in Projects</b></p> <ul style="list-style-type: none"> <li>• Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</li> </ul>
4	<b>New Dimensions in Project Management</b>
	<p><b>a) Modern Development in Project Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</li> </ul> <p><b>b) Project Monitoring &amp; Controlling:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Project Monitoring &amp; Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</li> </ul> <p><b>c) Project Termination &amp; Solving Project Management Problems:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review &amp; Administrative Aspects, Execution Tools for Closing of Projects</li> </ul>



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**Reference Books:-**

1. *Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling.*
2. *Jack.R.Meredith & Samuel.J.Mantel, Jr., Project Management – A Managerial Approach.*
3. *Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control*



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# Production & Total Quality Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at a Glance

Sr. No.	Modules	No. of Hours
1	Production Management	11
2	Materials Management	11
3	Basics Of Productivity and TQM	11
4	Quality Improvement Strategies and Certifications	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. To acquaint learners with the basic management decisions with respect to production and quality management.
2. To make the learners understand the designing aspect of production systems.
3. To enable the learners apply what they have learnt theoretically.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the components of production management. (Level: Understand)

**CO2:** Apply the concepts of materials and inventory management at the workplace. (Level: Apply)

**CO3:** Appraise the need for productivity and TQM in organizations. (Level: Analyze)

**CO4:** Apply quality improvement strategies. (Level: Apply)



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Sr. No.	Modules / Units
1	<p><b>Production Management</b></p> <p><b>Production Management</b></p> <ul style="list-style-type: none"> <li>Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> <li>Product Development, Classification and <b>Product Design</b> -.(Skill Development)</li> <li>Plant location &amp; Plant layout– Objectives, Principles of good product layout, types of layout.</li> <li>Importance of purchase management.</li> </ul>
2	<p><b>Materials Management</b></p> <ul style="list-style-type: none"> <li><b>Materials Management</b> Concept, Objectives and importance of materials management Various types of Material Handling Systems.</li> <li><b>Inventory Management</b> -:(Skill Development) Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML EOQ: Assumptions limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.</li> </ul>
3	<p><b>Basics Of Productivity &amp;TQM</b></p> <ul style="list-style-type: none"> <li><b>Basics Of Productivity &amp;TQM:</b> Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby's philosophy.</li> <li><b>Product &amp; Service Quality Dimensions, SERVQUAL</b> Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</li> </ul>
4	<p><b>Quality Improvement Strategies &amp;Certifications</b></p> <ul style="list-style-type: none"> <li><b>Quality Improvement Strategies &amp;Certifications:</b> Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITYENGINEERING, ISO 9000, ISO 1400, <del>ISO 9000</del> Malcolm Baldrige National Quality Award(MBNQA), Deming's</li> </ul>

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		Application Prize

### Reference Books

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
7. John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
8. David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Pressates: Putnam Adult for Management: S Shajahan, Jaico Publishing



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# Corporate Communication & Public Relations

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Foundation of Corporate Communication	11
2	Understanding Public Relations	11
3	Functions of Corporate Communication and Public Relations	11
4	Emerging Technology in Corporate Communication and Public Relations	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives

1. To provide the students with basic understanding of the concepts of corporate  
2. communication and public relations
3. To introduce the various elements of corporate communication and consider  
4. their roles in managing organizations
5. To examine how various elements of corporate communication must be  
6. coordinated to communicate effectively
7. To develop critical understanding of the different practices associated with  
8. corporate communication



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S N	Modules/ Units
1	<b>Foundation of Corporate Communication</b>
	<p>a) <b>Corporate Communication: Scope and Relevance</b></p> <ul style="list-style-type: none"> <li>• Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario</li> </ul> <p>b) <b>Keys concept in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>• Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</li> </ul> <p>c) <b>Ethics and Law in Corporate Communication</b></p> <p>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</p>
2	<b>Understanding Public Relations</b>
	<p>a) <b>Fundamental of Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business</li> </ul> <p>b) <b>Emergence of Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</li> </ul> <p>c) <b>Public Relations Environment:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</li> </ul> <p>d) <b>Theories used in Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</li> </ul>
3	<b>Functions of Corporate Communication and Public Relations</b>



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**a) Media Relations:**

- Introduction, Importance of Media Relations, Sources of Media Information,  
Building Effective Media Relations, Principles of Good Media Relations

**b) Employee Communication:**

- Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications

**c) Crisis Communication (Skill Development):**

- Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building

**d) Financial Communication:**

- Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising

**SN Modules/ Units**

**4 Emerging Technology in Corporate Communication and Public Relations**

**a) Contribution of Technology to Corporate Communication**

- Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)

**b) Information Technology in Corporate Communication**

- Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation

**c) Corporate Blogging**

- Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

**Reference Books**

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



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Jaishri Jethwaney, Corporate Communication: Principles *and Practice*



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# Retail Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Retail Management- An overview	11
2	Retail Consumer and Retail Strategies	11
3	Merchandise Management and Pricing	11
4	Managing and Sustaining Retail	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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
5. To create awareness about emerging trends in retail management

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe how the consumers' decision process affects retailers.

(Level: Understand)

**CO2:** Develop a retail strategy that appeals to a specific target market. (Level: Create)

**CO3:** Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes. (Level: Understand)

**CO4:** Apply strategies for maintaining and sustaining in retail. (Level: Apply)



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S N	Modules/ Units
1	<p><b>Retail Management- An overview</b></p> <p>a) <b>Retail Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</li> </ul> <p>b) <b>Retail Formats:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p>c) <b>Emerging Trends in Retailing (Employability)</b></p> <ul style="list-style-type: none"> <li>• Impact of Globalization on Retailing</li> <li>• I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</li> <li>• FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</li> <li>• Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</li> <li>• Green Retailing</li> <li>• Airport Retailing</li> </ul>
2	<p><b>Retail Consumer and Retail Strategy</b></p> <p>a) <b>Retail Consumer/Shopper:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</li> </ul> <p>b) <b>CRM in Retail:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives</li> <li>• Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</li> </ul> <p>c) <b>Retail Strategy:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Steps in Developing Retail Strategy, Retail Value Chain</li> </ul> <p>d) <b>Store Location Selection:</b></p> <p>e) <b>Meaning, Types of Retail Locations, Factors Influencing Store Location</b></p> <p>f) <b>HRM in Retail:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Significance, Functions</li> <li>• 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</li> </ul>



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S N	Modules/ Units
3	<p><b>Merchandise Management and Pricing</b></p> <p><b>a) Merchandise Management</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Buying Function:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>c) Concept of Lifestyle Merchandising</b></p> <p><b>d) Private Label</b> Meaning, Need and Importance, Private Labels in India</p> <p><b>Retail Pricing</b></p> <ul style="list-style-type: none"> <li>• Meaning, Considerations in Setting Retail Pricing</li> <li>• Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing</li> <li>• Variable Pricing and Price Discrimination- MeaningTypes: <ul style="list-style-type: none"> <li>▪ Individualized Variable Pricing/First Degree Price</li> <li>▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple –Unit Pricing</li> <li>▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination</li> </ul> </li> </ul>
4	<p><b>Managing and Sustaining Retail</b></p> <p><b>a) Retail Store Operations:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations(Systems, Standards, Stock, Space, Staff)</li> </ul> <p><b>b) Store Design and Layout (Skill Development):</b></p> <ul style="list-style-type: none"> <li>• Store Design- Meaning, Objectives, Principles, Elements of Exterior and InteriorStore Design, Store Atmospherics and Aesthetics</li> <li>• Store Layout- Meaning, Types: Grid, Racetrack, Free Form</li> <li>• Signage and Graphics: Meaning, Significance, Concept of Digital Signage</li> <li>• Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays,End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</li> </ul>



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S N	Modules/ Units
	<p><b>c) Visual Merchandising and Display:</b></p> <ul style="list-style-type: none"> <li>• Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</li> <li>• The Concept of Planogram</li> <li>• Display- Meaning, Methods of Display, Errors in Creating Display</li> </ul> <p><b>d) Mall Management (Employability)</b></p> <ul style="list-style-type: none"> <li>• Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</li> </ul> <p><b>Legal and Ethical Aspects of Retailing</b></p> <ul style="list-style-type: none"> <li>• Licenses/Permissions Required to Start Retail Store in India</li> <li>• Ethical Issues in Retailing</li> </ul> <p><b>Career Options in Retailing</b></p>

### Reference Books

1. Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill.
2. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press
3. Kishore Biyani, "It Happens in India", & " The Wall Mart Story"
4. Store Manager, Organiser / Planner- DMS Retail
5. Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico



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# Strategic Cost Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

Sr. No.	Modules	No. of Hours
1	Introduction to Strategic Cost Management (Only theory)	11
2	Activity Based Costing	11
3	Strategic Cost Management performance assessment (Only theory)	11
4	Variance Analysis & Responsibility Accounting (Practical Problems)	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

## Module at a Glance

### Objectives:

1. Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting.
2. The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of strategic cost management. (Level: Understand)

**CO2:** Design activity-based costing. (Level: Create)

**CO3:** Describe strategic cost management performance assessment. (Level: Understand)

**CO4:** Solve problems related to variance analysis. (Level: Apply)



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Sr. No.	Modules / Units
1	<p><b>Introduction to Strategic Cost Management(Only Theory)</b></p> <ul style="list-style-type: none"> <li><b>Strategic Cost Management (SCM):</b> Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp;Product Life Cycle Costing (An Overview)</li> </ul>
2	<p><b>Activity Based Costing</b></p> <ul style="list-style-type: none"> <li><b>Activity Based Management and Activity Based Budgeting(Skill Development):</b> Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (<b>Practical Problems on ABC</b>), Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)</li> </ul>
3	<p><b>Strategic Cost Management performance assessment (Only theory )</b></p> <ul style="list-style-type: none"> <li>Cost Audit &amp; Management Audit under companies Act,with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions- Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation</li> </ul>
4	<p><b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b></p> <ul style="list-style-type: none"> <li><b>Standard Costing</b> (Material, Labour, Overhead, Sales &amp; Profit)</li> <li><b>Responsibility Accounting</b> –Introduction,</li> <li><b>Evaluation of Profit Centre and Investment Centre (Skill Development)</b></li> </ul>

### Reference Books

1. Dr. Girish Jakhotiya-Strategic Financial Management
2. Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
3. Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del

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4. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press



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NAGINDAS KHANDWALA COLLEGE OF SCIENCE  
(AUTONOMOUS)  
MALAD (W), MUMBAI - 400 084

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Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) First Year  
*Semester V*  
Under Autonomy  
*(To be implemented from Academic Year – 2018 -  
2019)***

  
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# Sales and Distribution Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction.	11
2	Market Analysis and Selling.	11
3	Distribution Channel Management.	11
4	Performance Evaluation, Ethics and Trends.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain concepts of sales and distribution management. (Level: Understand)

**CO2:** Apply market analysis and selling skills. (Level: Apply)

**CO3:** Compare different distribution channels. (Level: Evaluate)

**CO4:** Demonstrate methods of evaluation for sales and channel performance. (Level: Apply)



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S N	Modules/ Units
1	<p><b>Introduction</b></p> <p><b>a) Sales Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Role of Sales Department, Evolution of Sales Management</li> <li>• Interface of Sales with Other Management Functions</li> <li>• Qualities of a Sales Manager</li> <li>• Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.</li> <li>• Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure</li> </ul> <p><b>b) Distribution Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</li> </ul> <p><b>c) Integration of Marketing, Sales and Distribution</b></p>
2	<p><b>Market Analysis and Selling</b></p> <p><b>a) Market Analysis:</b></p> <ul style="list-style-type: none"> <li>• Market Analysis and Sales Forecasting, Methods of Sales Forecasting</li> <li>• Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota</li> <li>• Factors Determining Fixation of Sales Quota</li> <li>• Assigning Territories to Salespeople</li> </ul> <p><b>b) Selling: (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing</li> <li>• Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory</li> <li>• Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill</li> <li>• Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy</li> <li>• Difference Between Consumer Selling and Organizational Selling</li> <li>• Difference Between National Selling and International Selling</li> </ul>



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S N	Modules/ Units
3	<b>Distribution Channel Management</b>
	<ul style="list-style-type: none"> <li>• Management of Distribution Channel – Meaning &amp; Need</li> <li>• Channel Partners Wholesalers, Distributors and Retailers &amp; their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler</li> <li>• Choice of Distribution System – Intensive, Selective, Exclusive</li> <li>• Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost</li> <li>• Factors Affecting Effective Management Of Distribution Channels <ul style="list-style-type: none"> <li>▪ Channel Design</li> <li>▪ Channel Policy</li> <li>▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict</li> <li>▪ Resolution of Conflicts: Methods – Kenneth Thomas's Five Styles of Conflict Resolution</li> <li>▪ Motivating Channel Members</li> <li>▪ Selecting Channel Partners</li> <li>▪ Evaluating Channels</li> <li>▪ Channel Control</li> </ul> </li> </ul>
4	<b>Performance Evaluation, Ethics and Trends</b>
	<p><b>a) Evaluation &amp; Control of Sales Performance:</b></p> <ul style="list-style-type: none"> <li>• Sales Performance – Meaning</li> <li>• Methods of Supervision and Control of Sales Force</li> <li>• Sales Performance Evaluation Criteria- Key Result Areas (KRAs)</li> <li>• Sales Performance Review</li> <li>• Sales Management Audit</li> </ul> <p><b>b) Measuring Distribution Channel Performance:</b></p> <ul style="list-style-type: none"> <li>• Evaluating Channels- Effectiveness, Efficiency and Equity</li> <li>• Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit</li> </ul> <p><b>c) Ethics in Sales Management</b></p> <p><b>d) New Trends in Sales and Distribution Management</b></p>

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### Reference Books

1. A. Nag, Sales And Distribution Management, McGraw Hill, 2013 Edition.
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition.
3. Krishna K. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, McGraw Hill Education, 2nd Edition, 2011.
4. Dr.Matin Khan, Sales and Distribution Management, Excel Books, 1st Edition.

Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education, 13<sup>th</sup>



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***Semester III***  
  
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*2019)*

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# Strategic Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Module at Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Strategy Formulation	11
3	Strategic Implementation	11
4	Strategic Evaluation & Control	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### Objectives:

1. The course is designed to understand different strategies and their role in organization.
2. The course helps to understand different environmental factors and strategy formulation and implementation.
3. The course explores different methods which business can adopt for their internationalization.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe strategy and strategy management process. (Level: Understand)

**CO2:** Explain the importance of strategic business units. (Level: Understand)

**CO3:** Apply the principles of strategy formulation, implementation and control.

(Level: Apply)

**CO4:** Discuss international strategies. (Level: Understand)



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Sr. No.	Modules / Units
1	<b>Introduction</b>
	Business Policy-Meaning, Nature, Importance
	<b>Strategy</b> -Meaning, Definition
	<b>Strategic Management</b> -Meaning, Definition, Importance, Strategic management Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)
	<b>Strategic Intent - Mission, Vision, Goals, Objective, Plans (Employability )</b>
2	<b>Strategy Formulation</b>
	<ul style="list-style-type: none"> <li>• Environment Analysis and Scanning (SWOT )</li> <li>• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>• Business Level Strategy (Cost Leadership, Differentiation, Focus)</li> <li>• Functional Level Strategy (R&amp;D, HR, Finance, Marketing, Production)</li> </ul>
3	<b>Strategic Implementation</b>
	<ul style="list-style-type: none"> <li>• Models of Strategy making.</li> <li>• Strategic Analysis &amp; Choices &amp; Implementation: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Frame Work</li> <li>• Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.</li> </ul>
4	<b>Strategic Evaluation &amp; Control</b>
	Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.
	Change Management– Elementary Concept



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## Reference Books

1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
2. P.K. Ghosh : Business Policy , Strategy , Planning and Management
3. Christensen , Andrews Dower: Business Policy- Text and Cases
4. William F. Gkycj : Business Policy – Strategy Formation and Management Action
5. Bongee and Colonan : Concept of Corporate Strategy.



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# Service Marketing

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction of Services Marketing.	11
2	Key Elements of Services Marketing Mix.	11
3	Managing Quality Aspects of Services Marketing.	11
4	Marketing of Services.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

### 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.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain concepts of service marketing. (Level: Understand)

**CO2:** Apply the key elements of services marketing mix. (Level: Apply)

**CO3:** Compare quality aspects of different services. (Level: Evaluate)

**CO4:** Demonstrate the strategies for marketing of services. (Level: Apply)



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S N	Modules/ Units
1	<b>Introduction of Services Marketing</b>
	<ul style="list-style-type: none"> <li>• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</li> <li>• Role of Services in Modern Economy, Services Marketing Environment</li> <li>• Goods vs Services Marketing, Goods Services Continuum</li> <li>• Consumer Behaviour, Positioning a Service in the Market Place (Skill Development)</li> <li>• Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</li> <li>• Type of Contact: High Contact Services and Low Contact Services</li> <li>• Sensitivity to Customers' Reluctance to Change</li> </ul>
2	<b>Key Elements of Services Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• The Service Product, Pricing Mix, Promotion &amp; Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- Flowcharting</li> <li>• Branding of Services – Problems and Solutions</li> <li>• Options for Service Delivery</li> </ul>
3	<b>Managing Quality Aspects of Services Marketing</b>
	<ul style="list-style-type: none"> <li>• Improving Service Quality and Productivity</li> <li>• Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</li> <li>• The SERVQUAL Model</li> <li>• Defining Productivity – Improving Productivity</li> <li>• Demand and Capacity Alignment</li> </ul>
4	<b>Marketing of Services</b>
	<ul style="list-style-type: none"> <li>• International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</li> <li>• Factors Favouring Transnational Strategy</li> <li>• Elements of Transnational Strategy</li> <li>• Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</li> <li>• Ethics in Services Marketing : Meaning, Importance, Unethical Practices in Service Sector</li> </ul>



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## Reference Books

1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McGrawHill, 6th Edition.
2. Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition.
3. Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing- Concepts And Practices, McGrawHill, 2011.
4. Harsh V.Verma, Services Marketing Text &Cases, Pearson Education, 2nd Edition.
5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011.
6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008.
7. Govind Apte, Services Marketing, Oxford Press, 2004.



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# Wealth Management

(Implemented during Academic Year 2018-19)

(wef 2018-19)

## Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction.	11
2	Insurance Planning and Investment Planning.	11
3	Financial Mathematics/ Tax and Estate Planning.	11
4	Retirement Planning/ Income Streams & Tax Savings Schemes.	12
<b>Total</b>		<b>45</b>
		<b>3 Credits</b>

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### Objectives:

1. To provide an overview of various aspects related to wealth management.
2. To study the relevance and importance of Insurance in wealth management.
3. To acquaint the learners with issues related to taxation in wealth management.
4. To understand various components of retirement planning.

### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of wealth management. (Level: Understand)

**CO2:** Apply the concepts of insurance planning and investment. (Level: Apply)

**CO3:** Apply tax and estate planning. (Level: Apply)

**CO4:** Construct retirement plan. (Level: Create)



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S N	Modules/ Units
1	<b>Introduction</b>
	<p>a) <b>Introduction To Wealth Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning of WM, Scope of WM, Components of WM, Process of WM, WMNeeds &amp; Expectation of Clients, Code of Ethics for Wealth Manager</li> </ul> <p>b) <b>Personal Financial Statement Analysis:</b></p> <ul style="list-style-type: none"> <li>• <b>Financial Literacy (Skill Development)</b>, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.</li> </ul> <p>c) <b>Economic Environment Analysis:</b></p> <ul style="list-style-type: none"> <li>• Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent</li> </ul>
2	<b>Insurance Planning and Investment Planning</b>
	<p>a) <b>Insurance Planning:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaime – Calculation of Human Life Value - Belth Method/CPT</li> </ul> <p>b) <b>Investment Planning:</b></p> <ul style="list-style-type: none"> <li>• Types of Investment Risk, Risk Profiling of Investors &amp; Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active &amp; Passive Investment Strategies</li> </ul>
3	<b>Financial Mathematics/ Tax and Estate Planning</b>
	<p>a) <b>Financial Mathematics:</b></p> <ul style="list-style-type: none"> <li>• Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios</li> </ul> <p>b) <b>Tax and Estate Planning:</b></p> <ul style="list-style-type: none"> <li>• <b>Tax Planning Concepts (Skill Development)</b>, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward &amp; Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions</li> </ul>



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<b>4</b>	<b>Retirement Planning/ Income Streams &amp; Tax Savings Schemes</b>
	<p><b>a) Retirement Planning:</b></p> <ul style="list-style-type: none"> <li>• Understanding of different Salary Components, Introduction to Retirement Planning, Purpose &amp; Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation &amp; Planning) (Skill Development) , Pre &amp; Post-Retirement Strategies - Tax Treatment</li> </ul> <p><b>b) Income Streams &amp; Tax Savings Schemes:</b></p> <ul style="list-style-type: none"> <li>• Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes</li> </ul>

### Reference Books

1. Harold Evensky, Wealth Management, McGraw Hill Publication.
2. NCFM, CFP, IIBF, etc, Wealth Management modules.

*Harold Evensky, The new wealth*



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