

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Investment Analysis & Portfolio Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Investment Analysis& Portfolio Management

Sr. No.	Heading	Particulars
1	Description the course:	This course provides a comprehensive understanding of the principles and practices involved in investment analysis and portfolio management. Participants will explore various financial instruments, investment strategies, and portfolio optimization techniques. Emphasis is placed on developing analytical skills, risk management strategies, and the ability to construct and manage investment portfolios.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To acquaint the learners with various concepts of finance • To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world • To understand various models and techniques of security and portfolio Analysis • To Learn, analyze and assess the relationship between risk and return, a fundamental concept in investment analysis
7	Course Outcomes:	<ul style="list-style-type: none"> • By acquiring knowledge of these various finance concepts learners can make more informed financial decisions in their personal and professional lives • The outcome of understand terms encountered while reading is a more well rounded and informed perspective on current events, trends and developments in the practical world • The learners will be able to make informed decisions, construct well diversified portfolios and work towards achieving their financial objective in a systematic way • Learners will be able to understand and apply risk management techniques to build resilient investment portfolios

Module 1: Introduction to Investment Environment

- Introduction to Investment Environment : Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives
- Capital Market in India : Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks

Module 2: Risk - Return Relationship

- Meaning, Types of Risk : Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification.
- Practical Problems : Calculation of Standard Deviation, Variance and Beta.

Module 3: Portfolio Management and Security Analysis

- Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.
- Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.

Module 4: Theories, Capital Asset Pricing Model and Portfolio Performance Measurement

- Theories: Dow Jones Theory, Elliot Wave Theory, Efficient Market Theory
- Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line, Portfolio Performance Measurement, Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

9	Reference Books: <ul style="list-style-type: none"> • Kevin. S, Security Analysis and Portfolio Management, 2006 • Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management, 2018 • Prasanna Chandra, Security Analysis & Portfolio Management, 2002 • Sudhindhra Bhatt, Security Analysis and Portfolio Management, 2008 																
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2.	Ms. Reshma Rajput	
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Knowledge is Supreme

Title of the Course: Commodity and Derivatives Market

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Commodity and Derivatives Market

Sr. No.	Heading	Particulars
1	Description the course:	This course provides an in-depth understanding of commodity markets and derivatives instruments. Participants will explore the fundamentals of commodity trading, derivative instruments, and the strategies employed in managing risk and creating investment opportunities. Emphasis is placed on practical applications, market dynamics, and regulatory considerations.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To develop a comprehensive understanding of various commodity markets, including agricultural products, energy, metals, and soft commodities • To equip participants with a deep knowledge of derivative instruments related to commodities, such as futures and options. • To teach effective risk management strategies using commodity derivatives. • To provide hands-on experience in commodity trading, hedging, and speculative strategies.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will be able to identify key features, factors, and participants in different commodity markets • Learners will be proficient in valuing and analyzing commodity derivatives, and they will understand how these instruments are used for risk management and speculation. • Learners will be able to assess and manage various risks associated with commodity trading, including price risk, credit risk, and operational risk. • Learners will be able to apply trading strategies, make informed decisions, and use derivatives for hedging purposes in real-world scenarios

Module 1: Introduction to Commodities Market and Derivatives Market

- Introduction to Commodities Market : Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities.
- Introduction to Derivatives Market : Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.

Module 2: Futures and Hedging

- Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model.
- Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge.

Module 3: Options and Option Pricing Models

- Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies.
- Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model.

Module 4: Trading, Clearing & Settlement In Derivatives Market and Types of Risk

- Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement.
- Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin.

9	<p>Reference Books:</p> <ul style="list-style-type: none"> • John C. Hull & Basu -Futures, options & other derivatives. 2017 • Robert McDonald, Derivatives market, Pearson education. 2016 • John Hull, Fundamentals of futures & options. 2014 • Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzing stock publishing house. 2007 • K.Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication. 2010
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10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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Knowledge is Supreme

Title of the Course: Wealth Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Wealth Management

Sr. No.	Heading	Particulars
1	Description the course:	This course offers a comprehensive exploration of wealth management principles, strategies, and practices. Participants will gain insights into financial planning, investment management, risk mitigation, and estate planning. The course combines theoretical concepts with practical applications to equip individuals with the skills required to navigate the complexities of wealth management.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To understand the importance of setting and prioritizing financial goals. • To acquire skills in creating comprehensive financial plans. • To gain proficiency in designing investment strategies. • To understand different financial risks and develop strategies for risk mitigation.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will be able to develop the ability to articulate and prioritize short-term and long-term financial objectives for individuals or clients. • Learners will be able to develop the ability to assess financial situations, analyze income and expenses, and create effective financial plans. • Learners will be able to develop the ability to analyze risk tolerance, create diversified portfolios, and align investment strategies with financial goals. • Learners will be able to acquire skills to identify and assess risks, and implement risk management strategies, including insurance and contingency planning.

Module 1: Introduction

- Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager
- Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent

Module 2: Insurance Planning and Investment Planning

- Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT.
- Investment Planning: Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies.

Module 3: Financial Mathematics/ Tax and Estate Planning

- Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations.
- Financial Ratios Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions.

Module 4: Retirement Planning/ Income Streams & Tax Savings Schemes

- Retirement Planning: Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment
- Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

9	Reference Books: <ul style="list-style-type: none"> • Harold Evensky, Wealth Management, McGraw Hill Publication. 1997 • NCFM, CFP, IIBF, etc, Wealth Management modules • Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication. 2011 																
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Knowledge is Supreme

Title of the Course: Direct Taxes

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Direct Taxes

Sr. No.	Heading	Particulars
1	Description the course:	This course delves into the principles and practices of direct taxation, focusing on income tax and other taxes levied directly on individuals and entities. Participants will gain insights into tax laws, regulations, and compliance requirements. The course aims to equip individuals with the knowledge and skills necessary to navigate the complexities of direct taxation, ensuring compliance and optimizing tax planning strategies.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To introduce learners to the fundamental principles and concepts of direct taxation, including tax incidence, tax base, and tax liabilities. • To familiarize learners with the relevant laws and regulations governing direct taxes in their jurisdiction, including income tax, corporate tax, and capital gains tax. • To educate learners about their responsibilities as taxpayers, including filing tax returns accurately and on time, maintaining proper records, and complying with tax obligations. • To develop learner's ability to analyze complex tax scenarios, identify tax planning opportunities, and evaluate the tax implications of different transactions or business decisions.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will demonstrate a comprehensive understanding of the principles, concepts, and laws related to direct taxation through class participation, assignments, and exams. • Learners will be able to apply their knowledge of direct taxation to real-world scenarios, including calculating tax liabilities for individuals and businesses, and interpreting tax statutes and case law. • Learners will develop the ability to analyze complex tax issues, identify relevant facts and issues, and apply appropriate tax rules and principles to reach well-reasoned conclusions. • Learners will effectively communicate their understanding of tax concepts and their analysis of tax issues through written assignments, oral presentations, and class discussions.

Modules**Module 1: Definitions and Residential Status**

- 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)

Module 2: Heads of Income – I and Heads of Income – II

- 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)
- 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 specific heads to be covered with relevant heads of income)

Module 3: Deductions under Chapter VI A

- Deductions from Total Income
- S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA

Module 4: Computation of Taxable Income of Individuals.

- Computation of Total Income and Taxable Income of Individuals

9	Reference Books: <ul style="list-style-type: none"> • Direct Taxes Ready Reckoner by Dr. Vinod K. Singhania 2024 • Dr V K Singhania-Direct Tax Law & Practice 2024 • Direct Taxes Law & Practice by Girish Ahuja and Ravi Gupta 2023 • Direct Tax Laws by T.N. Manoharan and G.R. Hari 2023 																
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Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Shalini Clayton	
2.	Ms. Reshma Rajput	
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4.		
5.		

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Service Marketing

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Service Marketing

Sr. No.	Heading	Particulars
1	Description the course:	This course focuses on the principles and practices of marketing services, emphasizing the distinctive nature of services compared to tangible products. Participants will gain insights into the challenges and opportunities inherent in the service industry and develop strategies for effective service marketing. The course integrates theoretical concepts with real-world examples to prepare students for the dynamic and evolving service marketing landscape.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To provide learners with a comprehensive understanding of the unique characteristics of services, including intangibility, inseparability, variability, and perishability, and how these characteristics impact marketing strategies. • To equip learners with the knowledge and skills necessary to develop effective marketing strategies for services, including service design, pricing, distribution, promotion, and positioning, tailored to the specific needs and preferences of service customers. • To educate learners on the importance of building and maintaining strong customer relationships in service industries • To explore the role of technology in service marketing, including the use of digital channels, social media, mobile apps, and other technology-enabled platforms
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will be able to apply their understanding of service characteristics and marketing principles to analyze and solve real-world marketing challenges faced by service businesses across various industries. • Learners will develop comprehensive service marketing plans that address all aspects of the marketing mix. • Learners will demonstrate the ability to effectively manage customer relationships through various stages of the customer lifecycle • Learners will be proficient in leveraging technology and digital marketing tools to enhance the marketing of services, including the use of social media, online advertising, customer relationship management (CRM) systems, and analytics tools to improve customer engagement and drive business growth.

Module 1: Introduction of Services Marketing

- Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services
- Role of Services in Modern Economy, Services Marketing Environment
- Goods vs Services Marketing, Goods Services Continuum
- Consumer Behaviour, Positioning a Service in the Market Place
- Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty
- Type of Contact: High Contact Services and Low Contact Services
- Sensitivity to Customers' Reluctance to Change

Module 2: Key Elements of Services Marketing Mix

- The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- Flowcharting
- Branding of Services – Problems and Solutions
- Options for Service Delivery

Module 3: Managing Quality Aspects of Services Marketing

- Improving Service Quality and Productivity
- Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality
- The SERVQUAL Model
- Defining Productivity – Improving Productivity
- Demand and Capacity Alignment

Module 4: Marketing of Services

- International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing
- Factors Favouring Transnational Strategy
- Elements of Transnational Strategy
- Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry, **CHATBOTS and SEO (Search Engine Optimisation)**
- Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector

9	Reference Books: <ul style="list-style-type: none"> • Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011 • K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011 • C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008 • Govind Apte, Services Marketing, Oxford Press, 2004 																
10	Internal Continuous Assessment: 40%	Semester End Examination: 60%															
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Signatures of Team Members

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AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: E-Commerce & Digital Marketing

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: E-Commerce & Digital Marketing

Sr. No.	Heading	Particulars
1	Description the course:	This course provides a comprehensive exploration of e-commerce strategies and digital marketing techniques in the context of today's dynamic business landscape. Participants will gain insights into the fundamentals of online business, digital marketing channels, and the practical application of tools to drive successful e-commerce ventures. The course combines theoretical concepts with hands-on exercises to prepare individuals for the challenges and opportunities in the digital marketplace.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives: <ul style="list-style-type: none"> • To acquire a comprehensive understanding of e-commerce principles, platforms, and technologies. • To develop expertise in various digital marketing strategies, including SEO, PPC, social media marketing, and content marketing. • To learn to identify and analyze consumer behavior patterns in the digital marketplace. • To gain practical skills in designing and implementing effective e-commerce and digital marketing campaigns to drive business growth. 	
7	Course Outcomes: <ul style="list-style-type: none"> • Learners will be proficient in analyzing and managing e-commerce platforms and online storefronts, utilizing a range of principles, platforms, and technologies. • Learners will mastery of digital marketing techniques such as SEO, PPC, social media marketing, and content marketing, enabling effective audience engagement and brand promotion. • Learners will be able to identify and analyze consumer behavior patterns in the digital marketplace, leading to targeted marketing strategies and improved customer acquisition and retention. • Learners will be capability to design and implement successful e-commerce and digital marketing campaigns that drive business growth, leveraging practical skills and strategic insights gained throughout the course. 	

Module 1: Introduction to E-commerce

- Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce
- Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce
- Impact of E-Commerce on Business, Ecommerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education
- Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

Module 2: E-Business & Applications

- E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business
- Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning
- Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.
- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

Module 3: Payment, Security, Privacy & Legal Issues in E-Commerce

- Issues Relating to Privacy and Security in E-Business
- Electronic Payment Systems: Features, Different Payment Systems : Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security
- E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000

Module 4: Digital Marketing

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts.
- Digital Marketing on various Social Media platforms.
- Online Advertisement, Online Marketing Research, Online PR
- Web Analytics
- Promoting Web Traffic
- Latest developments and Strategies in Digital Marketing.

9

Reference Books:

- Jayasankar, J. Principles of Management.2009
- Gupta, C.B. Business Management.2013
- Prasad, L.M. Principles of Management. 2019
- Pagare, Dinkar. Principles of Management. 2018

10

Internal Continuous Assessment: 40%

Semester End Examination: 60%

11

Continuous Evaluation through: (40 Marks)

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration:2 Hour**

Q. No.	Particular	Marks
Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
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Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

Sr. No	Name	Signature
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AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Sales & Distribution Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Sales & Distribution Management

Sr. No.	Heading	Particulars
1	Description the course:	This course offers a comprehensive examination of the principles and practices involved in sales and distribution management. Participants will explore strategies for developing and managing sales teams, optimizing distribution channels, and enhancing overall sales performance. The course combines theoretical frameworks with practical applications to prepare individuals for the challenges and opportunities in the dynamic field of sales and distribution.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To understand the fundamentals of sales and distribution management including strategies, processes, and techniques. • To learn to effectively manage sales teams, territories, and channels to optimize performance and profitability. • To explore various distribution channels and their implications on sales strategies and customer reach. • To gain insights into sales forecasting, budgeting, and inventory management to ensure efficient supply chain operations.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will be proficient in developing and implementing sales and distribution strategies tailored to specific market conditions and business objectives. • Learners will mastery of sales management techniques for motivating, training, and supervising sales teams to achieve targets and objectives. • The learners will have the ability to analyze and optimize distribution channels to enhance product availability, customer satisfaction, and market penetration. • The learners will be capable to apply sales forecasting and inventory management techniques to minimize costs, maximize sales opportunities, and maintain optimal inventory levels.

Module 1: Introduction

- Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management
- Interface of Sales with Other Management Functions
- Qualities of a Sales Manager
- Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.
- Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure
- Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.
- Integration of Marketing, Sales and Distribution

Module 2: Market Analysis and Selling

- Market Analysis: Market Analysis and Sales Forecasting, Methods of Sales Forecasting
- Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota
Factors Determining Fixation of Sales Quota
- Assigning Territories to Salespeople
- Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing
- Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory
- Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill
- Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy
- Difference Between Consumer Selling and Organizational Selling
- Difference Between National Selling and International Selling

Module 3: Distribution Channel Management

- Management of Distribution Channel – Meaning & Need
- Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler
- Choice of Distribution System – Intensive, Selective, Exclusive
- Factors Affecting Distribution Strategy - Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost
- Factors Affecting Effective Management Of Distribution Channels
- Channel Design
- Channel Policy
- Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict
- Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution
- Motivating Channel Members, Selecting Channel Partners, Evaluating Channels Channel Control

Module 4: Performance Evaluation, Ethics and Trends

- Evaluation & Control of Sales Performance:
- Sales Performance – Meaning
- Methods of Supervision and Control of Sales Force
- Sales Performance Evaluation Criteria- Key Result Areas (KRAs)
- Sales Performance Review
- Sales Management Audit
- Measuring Distribution Channel Performance:
- Evaluating Channels- Effectiveness, Efficiency and Equity
- Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit
- Ethics in Sales Management
- New Trends in Sales and Distribution Management

9	<p>Reference Books:</p> <ul style="list-style-type: none"> • A. Nag, Sales And Distribution Management, Mcgraw Hill, 2013 • Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition 2020 • Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011 • Dr.Matin Khan, Sakes And Distribution Management, Excel Books, 1st Edition 2002 • Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition 2017
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10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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11	<p>Continuous Evaluation through: (40 Marks)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1)Assignment/Case Studies</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td style="text-align: center;">2)Presentation/ /Project</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td style="text-align: center;">3)Objective Questions</td> <td style="text-align: center;">10 Marks</td> </tr> <tr> <td style="text-align: center;">Total</td> <td style="text-align: center;">40 Marks</td> </tr> </tbody> </table> <p><i>Note: Learner must be Present in all the three exam components of Continuous Evaluation.</i></p>	Component	Total Marks	1)Assignment/Case Studies	15 Marks	2)Presentation/ /Project	15 Marks	3)Objective Questions	10 Marks	Total	40 Marks
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Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Customer Relationship Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Customer Relationship Management

Sr. No.	Heading	Particulars
1	Description the course:	This course explores the principles and practices of Customer Relationship Management (CRM) in the context of modern business environments. Participants will gain insights into the strategic importance of building and maintaining strong customer relationships, as well as the utilization of technology to enhance CRM processes. The course integrates theoretical concepts with real-world applications to prepare individuals for the dynamic and customer-centric landscape of CRM.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To understand the concepts, principles, and importance of Customer Relationship Management (CRM) in modern business practices. • To explore the various components of CRM systems including customer data management, analytics, and marketing automation. • To learn effective strategies for building and maintaining customer relationships throughout the customer lifecycle. • To gain insights into CRM implementation processes, challenges, and best practices.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will be proficient in analyzing customer data to understand customer behavior, preferences, and needs. • Learners will master CRM tools and technologies for managing customer interactions, tracking sales opportunities, and improving marketing effectiveness. • Learners will have ability to develop and execute personalized marketing campaigns, loyalty programs, and customer service initiatives. • Learners will be capable to design and implement CRM strategies that enhance customer satisfaction, loyalty, and retention, ultimately leading to increased revenue and business growth.

Module 1: Introduction to Customer Relationship Management

- Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners
- Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM
- Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship
- Challenges

Module 2: CRM Marketing Initiatives, Customer Service and Data Management

- CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing
- CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management
- CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation
- and Collaborative Filtering, Data Reporting

Module 3: CRM Strategy, Planning, Implementation and Evaluation

- Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits
- Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy
- Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management
- CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration:2 Hour**

Q. No.	Particular	Marks
Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Shalini Clayton	
2.	Ms. Reshma Rajput	
3.	Mr. Vedant Kajbaje	
4.		
5.		

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

**Title of the Course: Strategic Human Resource Management & HR
Policies**

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Strategic Human Resource Management & HR Policies

Sr. No.	Heading	Particulars
1	Description the course:	This course integrates the principles of strategic human resource management with the development and implementation of effective HR policies. Participants will learn how to align HR practices with organizational goals, develop strategic HR policies, and contribute to creating a positive organizational culture. The course combines theoretical concepts with practical applications to prepare HR professionals for strategic decision-making in human resource management.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To understand the strategic role of Human Resource Management (HRM) in achieving organizational goals and objectives. • To explore the development and implementation of HR policies aligned with business strategy and legal compliance. • To learn to effectively manage human capital, talent acquisition, and retention strategies to support organizational success. • To gain insights into performance management, employee engagement, and organizational development practices.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will proficient in aligning HRM strategies with organizational goals, mission, and values. • Learners will master HR policy development and implementation processes, ensuring compliance with legal requirements and industry standards. • Learners will be able to attract, select, and retain top talent through effective recruitment, onboarding, and talent management practices. • Learners will be capable to design and implement performance management systems, employee engagement initiatives, and organizational development programs that enhance employee satisfaction, productivity, and organizational effectiveness.

Module 1: SHRM - An Overview

- Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model
- HR Environment – Environmental trends and HR Challenges
- Linking SHRM and Business Performance

Module 2: HR Strategies

- Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for
- Enhancing Employee Work Performance

Module 3: HR Policies

- Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR
- Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony

Module 4: Recent Trends in SHRM

- I.e. Mentoring
- Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement
- Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model
- Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for

Effective Execution of HRM Functions.

- Human Capital Management –Meaning and Role
- New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment
- Strategic International Human Resource Management – Meaning and Features,
- International SHRM Strategic Issues, Approaches to Strategic International HRM.

Reference Books:

- 9
- Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
 - Strategic Human Resource Management, Tanuja Agarwal 2007
 - Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
 - Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
 - Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

10 **Internal Continuous Assessment: 40%**

Semester End Examination: 60%

11 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration: 2 Hour**

Q. No.	Particular	Marks
Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Shalini Clayton	
2.	Ms. Reshma Rajput	
3.	Mr. Vedant Kajbaje	
4.		
5.		

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Performance Management & Career Planning

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Performance Management & Career Planning

Sr. No.	Heading	Particulars
1	Description the course:	This course integrates the principles of performance management with career planning to create a holistic approach to employee development. Participants will learn strategies for setting performance expectations, providing feedback, and supporting career growth. The course combines theoretical concepts with practical applications to prepare HR professionals and managers for effective performance management and career planning.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To understand the principles and concepts of performance management and career planning in organizational contexts. • To learn to develop and implement effective performance management systems and processes. • To explore strategies for setting performance goals, providing feedback, and conducting performance appraisals. • To gain insights into career planning frameworks, tools, and techniques to support employee development and growth.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will be proficient in designing and implementing performance management systems that align with organizational objectives and employee development needs. • Learners will master performance evaluation techniques, including goal setting, feedback provision, and performance appraisal methodologies. • Learners will be able to facilitate constructive performance discussions and development plans to enhance employee performance and engagement. • Learners will be capable to guide employees in identifying career aspirations, setting career goals, and creating actionable career development plans that support both individual and organizational objectives.

Modules

Module 1: Performance Management – An Overview

- Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle
- Best Practices in Performance Management, Future of Performance Management.
- Role of Technology in Performance Management

Module 2: Performance Management Process

- Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking
- Performance Managing – Meaning, Objectives, Process
- Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach
- Performance Monitoring–Meaning, Objectives and Process
- Performance Management Implementation – Strategies for Effective Implementation of Performance Management
- Linking Performance Management to Compensation
- Concept of High Performance Teams

Module 3: Ethics, Under Performance and Key Issues in Performance Management

- Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management
- Under Performers and Approaches to Manage Under Performers, Retraining
- Key Issues and Challenges in Performance Management
- Potential Appraisal: Steps, Advantages and Limitations.
- Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.

Module 4: Career Planning and Development

- Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning
- Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives
- Role of Technology in Career Planning and Development
- Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model
- New Organizational Structures and Changing Career Patterns

Reference Books:

- 9
- Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers. 2018
 - Armstrong, Michael, Baron, Performance Management, Jaico Publishers 2008
 - Robert Bacal, Performance Management, McGraw-Hill Education, 2007
 - T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.
 - Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. 2016

10 **Internal Continuous Assessment: 40%**

Semester End Examination: 60%

11 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration: 2 Hour**

Q. No.	Particular	Marks
Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Shalini Clayton	
2.	Ms. Reshma Rajput	
3.	Mr. Vedant Kajbaje	
4.		
5.		

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Talent & Competency Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Talent & Competency Management

Sr. No.	Heading	Particulars
1	Description the course:	The Talent and Competency Management course is designed to provide students with a comprehensive understanding of the strategic management of human capital within organizations. This course explores the identification, development, and retention of talent, as well as the assessment and cultivation of competencies essential for organizational success.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives: <ul style="list-style-type: none"> • To understand key talent management & competency management concepts • To understand the concept and importance of competency mapping • To understand the role of talent management and competency management in building sustainable competitive advantage to an organization • To gain insights into talent succession planning, career pathing, and talent development strategies. 	
7	Course Outcomes: <ul style="list-style-type: none"> • By understanding key talent management and competency management concepts, learners can optimize their talent management practices, align employee skills with organizational needs, and foster a high-performance culture • By understanding the concept and importance of competency mapping, learners can make informed decisions in talent management, enhance workforce effectiveness, and create a culture of continuous improvement • It fosters an appreciation for the strategic importance of talent and competency management in achieving and sustaining a competitive advantage in a dynamic and competitive business environment • Learners will have Capability to foster a culture of continuous learning and development, empowering employees to reach their full potential and contribute effectively to organizational success 	

Module 1: Introduction to Talent Management

- Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management
- Benefits and Limitations of Talent Management
- Principles of Talent Management
- Source of Talent Management
- Talent Gap – Meaning, Strategies to Fill Gaps
- The Talent Value Chain
- Role of HR in Talent Management
- Role of Talent Management in building Sustainable Competitive Advantage to an Organization

Module 2: Talent Management System

- Talent Management System – Meaning, Key Elements of Talent Management System
- Critical Success Factors to Create Talent Management System
- Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System
- Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process
- Approaches to Talent Management
- Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies
- Talent Management and Succession Planning

Module 3: Contemporary Issues and Current Trends in Talent Management

- Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy
- Contemporary Talent Management Issues, Talent Management Challenges
- Current Trends in Talent Management
- Best Practices of Talent Management
- Ethical and Legal Obligations Associated with Talent Management
- Talent Management in India

Module 4: Competency Management and Competency Mapping

- Concept of Competency and Competence, Competence v/s Competency
- Types of Competencies, Benefits and Limitations of implementing competencies
- Iceberg Model of Competency
- Competency Management – Meaning, Features and Objectives
- Benefits and Challenges of Competency Management
- Competency Development – Meaning, Process
- Competency Mapping - Meaning, Features, Need and importance of competency mapping
- Methods of Competency Mapping, Steps in Competency Mapping

Reference Books:

- 9
- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.2017
 - Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi 2017
 - K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill 2023
 - Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi,13th edition.2018

10 **Internal Continuous Assessment: 40%**

Semester End Examination: 60%

11 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration: 2 Hour**

Q. No.	Particular	Marks
Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Shalini Clayton	
2.	Ms. Reshma Rajput	
3.	Mr. Vedant Kajbaje	
4.		
5.		

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Stress Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Stress Management

Sr. No.	Heading	Particulars
1	Description the course:	The Stress Management course aims to provide students with a comprehensive understanding of stress, its sources, and effective strategies for coping and mitigating its impact. Students will explore theoretical frameworks, practical techniques, and holistic approaches to stress management for both personal well-being and professional effectiveness.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To understand the nature and causes of stress in organizations • To familiarize the learners with the stress prevention mechanism • To understand the strategies that help cope with stress • Explore methods for identifying stress triggers and managing stressors in personal and professional life
7	Course Outcomes:	<ul style="list-style-type: none"> • The knowledge is valuable for individuals involved in human resource management and organizational leadership, as it fosters a proactive and empathetic approach to addressing workplace stress and promoting a positive and productive work culture • The outcome of familiarizing learners with stress prevention mechanisms is to empower individuals and organizations to take proactive steps in creating a stress-reducing work environment • The outcome of understanding coping strategies for stress is to empower individuals with a diverse set of tools to handle stress effectively • The ability to develop personalized stress management plans tailored to individual needs and circumstances

Module 1: Understanding Stress

- Stress – concept, features, types of stress
- Relation between Stressors and Stress
- Potential Sources of Stress – Environmental, Organizational and Individual
- Consequences of Stress – Physiological, Psychological and Behavioural Symptoms
- Stress at work place – Meaning, Reasons
- Impact of Stress on Performance
- Work Stress Model
- Burnout – Concept
- Stress v/s Burnout

Module 2: Managing Stress – I

- Pre-requisites of Stress-free Life
- Anxiety - Meaning, Mechanisms to cope up with anxiety
- Relaxation - Concept and Techniques
- Time Management - Meaning, Importance of Time Management
- Approaches to Time Management
- Stress Management - Concept, Benefits
- Managing Stress at Individual level
- Role of Organization in Managing Stress/ Stress Management Techniques
- Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.

Module 3: Managing Stress – II

- Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model
- General Adaption Syndrome (GAS) - Concept, Stages
- Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response.
- Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education.
- Stress management interventions: primary, secondary, tertiary.
- Meditation – Meaning, Importance
- Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control

Module 4: Stress Management Leading to Success

- Eustress – Concept, Factors affecting Eustress
- Stress Management Therapy - Concept, Benefits
- Stress Counselling - Concept
- Value education for stress management
- Stress and New Technology
- Stress Audit Process
- Assessment of Stress - Tools and Methods
- Future of Stress Management

Reference Books:

- 9
- Stress management by Susan R. Gregson 2000
 - Stress management: Leading to Success By B Hiriyappa 2017
 - Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper 2000
 - Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton 1990
 - Stress Management by A. K. Rai 2005

10 **Internal Continuous Assessment: 40%**

Semester End Examination: 60%

11 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration:2 Hour**

Q. No.	Particular	Marks
Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

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As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Logistics & Supply Chain Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Logistics & Supply Chain Management

Sr. No.	Heading	Particulars
1	Description the course:	The Logistics and Supply Chain Management course is designed to provide students with a comprehensive understanding of the principles, processes, and strategic considerations involved in the effective management of logistics and supply chain activities. The course covers key concepts related to procurement, production, distribution, and transportation to ensure the efficient flow of goods and services from suppliers to consumers.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To provide students with basic understanding of concepts of logistics and supply chain management • To introduce students to the key activities performed by the logistics function • To provide an insight in to the nature of supply chain, its functions and supply chain systems • To gain insights into emerging trends and technologies in logistics and SCM, such as blockchain, IoT, and predictive analytics.
7	Course Outcomes:	<ul style="list-style-type: none"> • The outcome of providing students with a basic understanding of logistics and supply chain management concepts is to prepare them for future careers and roles that involve managing the flow of goods and services in a global and interconnected business environment • The outcome of introducing students to the key activities performed by the logistics function is to provide them with a comprehensive overview of the logistics domain. • The outcome of providing insight into the nature of the supply chain, its functions, and supply chain systems is to foster a deeper understanding of the complexities and interdependencies within the supply chain domain • Learners will be capable to leverage technology and data analytics to optimize supply chain processes, enhance visibility, and mitigate risks

Module 1: Overview of Logistics and Supply Chain Management

- Introduction to Logistics Management : 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
- Introduction to Supply Chain Management : Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration
- Customer Service: Key Element of Logistics : Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers
- Demand Forecasting : Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)

Module 2: Elements of Logistics Mix

- Transportation : Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways,
- Pipeline, Transportation Infrastructure, Intermodal Transportation
- Warehousing : Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing
- Materials Handling : Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments
- Packaging : Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

Module 3: Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis

- Inventory Management : Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)
- Logistics Costing : Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing
- Performance Measurement in Supply Chain : Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System
- **Risk Mitigation in Supply Chain**
- Logistical Network Analysis : Meaning, Objectives, Importance, Scope, RORO/LASH

Module 4: Recent Trends in Logistics and Supply Chain Management

- Information Technology in Logistics : Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System,
- Logistical Information Functionality, Information Technology Infrastructure
- Modern Logistics Infrastructure
- Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains
- Logistics Outsourcing : Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing,
- Selection of Logistics Service Provider, Outsourcing-Value Proposition
- Logistics in the Global Environment : Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management
-

Reference Books:

- 9
- David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics 2022
 - Donald Waters, An Introduction to Supply Chain 2008
 - Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services 2010
 - Vinod Sople, Logistic Management - The Supply Chain Imperative 2012

10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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11	Continuous Evaluation through: (40 Marks)											
	<table border="1"> <thead> <tr> <th>Component</th> <th>Total Marks</th> </tr> </thead> <tbody> <tr> <td>1)Assignment/Case Studies</td> <td>15 Marks</td> </tr> <tr> <td>2)Presentation/ /Project</td> <td>15 Marks</td> </tr> <tr> <td>3)Objective Questions</td> <td>10 Marks</td> </tr> <tr> <td>Total</td> <td>40 Marks</td> </tr> </tbody> </table>	Component	Total Marks	1)Assignment/Case Studies	15 Marks	2)Presentation/ /Project	15 Marks	3)Objective Questions	10 Marks	Total	40 Marks	
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Total	40 Marks											
	<i>Note: Learner must be Present in all the three exam components of Continuous Evaluation.</i>											

12	Format of Question Paper: for the final examination																
	Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration:2 Hour																
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Note:
Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Shalini Clayton	
2.	Ms. Reshma Rajput	
3.	Mr. Vedant Kajbaje	
4.		
5.		

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Corporate Communication & Public Relations

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Corporate Communication & Public Relations

Sr. No.	Heading	Particulars
1	Description the course:	The Corporate Communication and Public Relations course is designed to provide students with a comprehensive understanding of communication strategies and practices within the corporate environment. The course explores the principles and techniques of building and maintaining positive relationships with various stakeholders, including employees, customers, investors, and the broader public.
2	Type:	Theory
3	Credit:	4 credits
4	Hours Allotted:	60 Hours
5	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives:	<ul style="list-style-type: none"> • To provide the students with basic understanding of the concepts of corporate communication and public relations • To introduce the various elements of corporate communication and consider their roles in managing organizations • To examine how various elements of corporate communication must be coordinated to communicate effectively • To gain insights into the ethical and legal considerations in corporate communication and PR practices
7	Course Outcomes:	<ul style="list-style-type: none"> • The outcome of providing students with a basic understanding of corporate communication and public relations concepts is to prepare them for future careers and roles that involve managing communication strategies and building positive relationships with stakeholders • The learners can understand that by introducing and effectively implementing the various elements of corporate communication it can result in a much more positive outlook • Overall, the outcome of examining how various elements of corporate communication must be coordinated is a more effective and impactful communication strategy. Learners can understand how to build stronger relationships with stakeholders, achieve strategic objectives more efficiently, and maintain a positive brand reputation in the market • Learners will be capable to assess communication effectiveness, measure outcomes, and adapt strategies to achieve desired results and enhance organizational reputation and credibility.

Module 1: Foundation of Corporate Communication

- Corporate Communication: Scope and Relevance
- Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario
- Keys concept in Corporate Communication
- Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation
- Ethics and Law in Corporate Communication
- Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI

Module 2: Understanding Public Relations

- Fundamental of Public Relations: Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business
- Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations
- Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues
- Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory

Module 3: Functions of Corporate Communication and Public Relations

- Media Relations: Introduction, Importance of Media Relations, Sources of Media Information,
- Building Effective Media Relations, Principles of Good Media Relations
- Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications
- Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building
- Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising

Module 4: Emerging Technology in Corporate Communication and Public Relations

- Contribution of Technology to Corporate Communication
- Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)
- Information Technology in Corporate Communication
- Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation
- Corporate Blogging
- Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

Reference Books:

- 9
- Richard R. Dolphin, The Fundamentals of Corporate Communication 1998
 - Joep Cornelissen, Corporate Communications: Theory and Practice 2020
 - Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach 2012
 - Rosella Gambetti, Stephen Quigley, Managing Corporate Communication 2012

10 **Internal Continuous Assessment: 40%**

Semester End Examination: 60%

11 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration: 2 Hour**

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