

AC –
Item No. –

As Per NEP 2020

**Tolani College of
Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: International Finance

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: International Finance

Sr. No.	Heading	Particulars
1	Description the course:	The International Finance course is designed to provide students with a comprehensive understanding of financial management in the global context. This course explores the complexities and challenges associated with international financial markets, foreign exchange, risk management, and financial decision-making for multinational corporations.
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 key components, functions, and interrelationships of global financial systems, including currency markets, capital flows, and international financial institutions. • To enable learners to analyze and interpret factors influencing exchange rate movements, including economic indicators, monetary policies, and geopolitical events, and to assess their implications for international trade and investment. • To equip learners with the knowledge and skills needed to identify, measure, and manage foreign exchange risk faced by multinational corporations, through hedging strategies, derivatives, and other risk management techniques. • To develop learner's ability to evaluate and compare international investment opportunities, considering factors such as risk-return trade-offs, regulatory environments, and macroeconomic conditions in different countries.
7	Course Outcomes:	<ul style="list-style-type: none"> • Learners will demonstrate proficiency in analyzing global financial data, interpreting trends, and evaluating the impact of macroeconomic factors on international financial markets. • Learners will be able to identify and assess foreign exchange risk exposures, and implement appropriate risk management strategies to minimize the impact of currency fluctuations on business operations and financial performance.

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| | <ul style="list-style-type: none">• Learners will develop strategic decision-making abilities in managing international financial transactions, including capital budgeting, financing decisions, and investment strategies in a global context.• Learners will gain cross-cultural competence and an appreciation for the diverse regulatory, economic, and cultural environments influencing international financial activities, preparing them for careers in a globalized business world. |
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Module 1: Fundamentals of International Finance

- Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance
- Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.
- International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System
- An introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations, Direct & Indirect Rates, Cross Currency Rates, Spread & Spread %, Factors Affecting Exchange Rates

Module 2: Foreign Exchange Markets, Exchange Rate Determination & Currency**Derivatives**

- Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)
- International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)
- Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India

Module 3: World Financial Markets & Institutions & Risks

- Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market
- International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR,GDR,IDR
- International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market
- International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits,
- Capital Budgeting Techniques – NPV

Module 4: Foreign Exchange Risk, Appraisal & Tax Management

- Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation
- International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities
- International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal

Reference Books:

- 9
- P G Apte, International Financial Management, 5th Edition, The McGraw Hill. 2020
 - Cheol . S. Eun & Bruce G. Resnick, International Finance Management 2011
 - Maurice D. Levi, International Finance – Special Indian Edition 2005
 - Prakash G. Apte, International Finance – A Business Perspective 2017

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 –
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Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Innovative Financial Services

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Innovative Financial Services

Sr. No.	Heading	Particulars
1	Description the course:	The Innovative Financial Services course is designed to explore the dynamic landscape of financial technology (FinTech) and innovative financial services. Students will gain insights into the latest advancements, trends, and disruptions reshaping traditional financial services. The course emphasizes the intersection of finance and technology, providing a comprehensive understanding of how innovation is transforming the financial industry.
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 familiarize the learners with the fundamental aspects of various issues associated with various Financial Services • To give a comprehensive overview of emerging financial services in the light of Globalization • To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services • To provide learners with a comprehensive understanding of emerging financial technologies such as blockchain, artificial intelligence, machine learning, and digital currencies, and their applications in financial services.
7	Course Outcomes:	<ul style="list-style-type: none"> • Overall, the outcome of this course is to empower learners with the knowledge and skills necessary to navigate the world of financial services effectively • Overall, the outcome of this course is to equip learners with a comprehensive understanding of the dynamic landscape of emerging financial services in the context of globalization • Overall, the outcome of this course is to equip learners with a comprehensive understanding of financial services, their functions, and their role in facilitating economic activities • Learners will demonstrate proficiency in understanding and leveraging financial technologies to enhance efficiency, transparency, and accessibility in financial services delivery.

Module 1: Introduction to Traditional Financial Services

- Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies,
- Regulatory Framework: Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.
- Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.

Module 2: Issue Management and Securitization

- Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue
- Stock Broking: Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading
- Securitization: Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization

Module 3: Financial Services and its Mechanism

- Lease and Hire-Purchase: Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing.
- Definition of Hire Purchase : Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.
- Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies
- Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario

Module 4: Consumer Finance and Credit Rating

- Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance
- Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario.
- Smart Cards- Features, Types, Security Features and Financial Applications
- Credit Rating: Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating

Reference Books:

- 9
- IM Pandey, Financial Management, Vikas Publishing House Ltd.2010
 - Khan M.Y., Financial Services, Mc Graw Hill Education. 1997
 - Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints. 2009
 - Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing H 2009

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
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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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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	
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3.	Mr. Vedant Kajbaje	
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Knowledge is Supreme

Title of the Course: Project Management

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Project Management

Sr. No.	Heading	Particulars
1	Description the course:	The Project Management course is designed to provide students with a comprehensive understanding of the principles, methodologies, and tools required to plan, execute, monitor, and successfully complete projects. The course emphasizes the development of skills necessary for effective project leadership, communication, risk management, and team collaboration.
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"> • The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management • To give a comprehensive overview of Project Management as a separate area of Management • To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management • To equip learners with the leadership and team management skills needed to effectively lead project teams, delegate tasks, motivate team members, resolve conflicts, and foster collaboration and communication among team members.
7	Course Outcomes:	<ul style="list-style-type: none"> • Overall, the outcome of this course is to empower learners with the essential knowledge and skills needed to successfully manage projects in a structured and efficient manner • Overall, the outcome of this course is to equip learners with a comprehensive understanding of Project Management as a distinct and essential area of management • Overall, the outcome of this course is to empower learners with essential knowledge and skills needed to successfully manage projects in a structured and efficient manner • Learners will develop effective leadership and communication skills, enabling them to lead project teams, motivate team members, facilitate collaboration, and communicate project status, issues, and risks to stakeholders effectively.

Module 1: Introduction to Project Management & Project Initiation

- Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management
- Organizational Structure (Project Organization): Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.
- Project Initiation: Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection
- Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager
- Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling

Module 2: Analyzing Project Feasibility

- Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility
- Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility
- SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis)
- Market Analysis: Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis
- Technical Analysis: Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management
- Operational Analysis: Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations

Module 3: Budgeting, Cost & Risk Estimation in Project Management

- Funds Estimation in Project: Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance
- Risk Management in Projects: What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)
- Cost Benefit Analysis in Projects: Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions

Module 4: New Dimensions in Project Management

- Modern Development in Project Management: Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning
- Project Monitoring & Controlling: Introduction to Project Monitoring & Controlling, The Planning – Monitoring- Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing –
- Life Cycle
- Project Termination & Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of projects.

Reference Books:

- 9
- Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling 1979
 - Jack.R.Meredith & Samuel.J.Mantel, Jr.,Project Management – A Managerial Approach 1985
 - Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control 2010

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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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	
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Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Indirect Taxes

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Indirect Taxes

Sr. No.	Heading	Particulars
1	Description the course:	The Indirect Taxes course is designed to provide students with a comprehensive understanding of the principles, concepts, and applications of indirect taxes. The course covers various forms of indirect taxes, their implications on businesses and consumers, and the regulatory frameworks governing their administration. Students will explore the economic, legal, and ethical aspects of indirect taxation.
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 basics of GST • To study the registration and computation of GST • To acquaint the learners with filing of returns in GST • To provide learners with a comprehensive understanding of the various types of indirect taxes, including sales taxes, value-added taxes (VAT), excise duties, customs duties, and other consumption-based taxes
7	Course Outcomes:	<ul style="list-style-type: none"> • Overall, the outcome of understanding the basics of GST is to provide learners with foundational knowledge about this crucial tax system • Overall, the outcome of studying the registration and computation of GST is to equip learners with the essential knowledge and skills required for proper GST compliance • Overall, the outcome of acquainting learners with the filing of returns in GST is to equip them with essential knowledge and skills for seamless and compliant GST return filing • Learners will demonstrate proficiency in analyzing the structure, incidence, and impact of indirect taxes on consumer behavior, business operations, and government finances.

Module 1: Introduction to Indirect Taxation and GST

- Basics for Taxation : Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)
- Introduction to GST : Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.
- Definitions : Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act)
- Levy and Collection of GST : Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.

Module 2: Concept of Supply

- Taxable Event Supply : Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)
- Place of Supply : Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.
- Time of Supply : Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)
- Value of Supply : Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), 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)

Module 3: Registration and Computation of GST

- Registration : Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)
- Computation of GST : Computation of GST under Inter State and Intra State Supplies.
- Payment of Tax : Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)

Module 4: Filing of Returns

- Documentation : Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill
- Returns : Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)

Reference Books:

- 9
- GST Bare Act 2017
 - GST Law & Practice - V.S Datey (6th Edition) 2023
 - Income Tax Including GST – Dr. Vinod K Singhania. 2023
 - Mahajan & Molani GST. GST Manual. 2024

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	
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Knowledge is Supreme

Title of the Course: Brand Management

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Brand Management

Sr. No.	Heading	Particulars
1	Description the course:	The Brand Management course is designed to provide students with a comprehensive understanding of the principles, strategies, and practices involved in building, maintaining, and enhancing strong brands. The course explores the critical role of branding in business success, consumer perceptions, and market competitiveness.
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 meaning and significance of Brand Management • To Know how to build, sustain and grow brands • To know the various sources of brand equity • To understand the concept of brand equity and develop strategies for building and managing brand equity over time, including enhancing brand awareness, perceived quality, brand loyalty, and brand associations.
7	Course Outcomes:	<ul style="list-style-type: none"> • Understanding brand management is crucial for creating and maintaining a successful brand identity that resonates with customers, builds brand equity, and drives business success in the long run • learning how to build, sustain, and grow brands is essential for achieving long-term business success, gaining a competitive advantage, and fostering strong relationships with customers • By understanding and leveraging these various sources of brand equity, learners can help businesses can strengthen their brand's position in the market, attract and retain customers, and ultimately achieve sustainable business growth and success • Learners will be able to build and manage brand equity effectively, resulting in increased brand awareness, perceived quality, brand loyalty, and ultimately, higher brand value and financial performance.

Module 1: Introduction to Brand Management

- Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis

Module 2: Planning and Implementing Brand Marketing Programs

- Planning and Implementing Brand Marketing Programs: Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements, Integrating Marketing Programs and Activities
- Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing
- Product Strategy: Perceived Quality and Relationship Marketing
- Pricing Strategy: Setting Prices to Build Brand Equity
- Channel Strategy: Direct, Indirect Channels
- Promotion Strategy: Developing Integrated Marketing Communication Programs
- Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.

Module 3: Measuring and Interpreting Brand Performance

- The Brand Value Chain
- Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association, Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses
- Young and Rubicam's Brand Asset Valuator
- Measuring Outcomes of Brand Equity
- Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis
- Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology

Module 4: Growing and Sustaining Brand Equity

- Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy
- Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels
Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing, Recent Trends: CGI (Computer-Generated Imagery)
- Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity
- Managing Brands over Time: Reinforcing Brands, Revitalising Brands Building Global Customer Based Brand Equity

Reference Books:

- 9
- Keller Kevin Lane, Strategic Brand Management-2008
 - Elliot, Richard, Strategic Brand Management-2008
 - Kapferer, Jean-Noel, Strategic Brand Management-2000
 - Kishen, Ram, Strategic Brand Management- 2013
 - Keller Kevin Lane, Strategic Brand Management 4e-2015

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 Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks
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Note:

Question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

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. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Retail Management

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Retail Management

Sr. No.	Heading	Particulars
1	Description the course:	The Retail Management course is designed to provide students with a comprehensive understanding of the principles, strategies, and practices involved in operating and managing retail businesses. The course covers various aspects of retail, including store operations, merchandising, customer service, and e-commerce, with a focus on creating a positive and profitable retail environment.
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 familiarize the learners with retail management concepts and operationsTo provide understanding of retail management and types of retailersTo acquaint the learners with legal and ethical aspects and also about emerging trends in retail managementTo provide learners with a comprehensive understanding of the retail industry, including its structure, trends, and dynamics, as well as the role of retailers within the broader supply chain	
7	Course Outcomes: <ul style="list-style-type: none">Learners will be able to understand the operational aspects of retail managementLearners will cognize about the understanding of retail management and types of retailersLearners will acquire information related to legal and ethical aspects and also about latest trends in retail management.Learners will be able to develop comprehensive retail strategies aligned with market dynamics, consumer preferences, and competitive forces, enabling them to differentiate their retail offerings and create sustainable competitive advantages.	

Module 1: Retail Management- An overview

- Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management
- Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types,
- E-tailing: Meaning, Advantages and Limitations
- Emerging Trends in Retailing
- Impact of Globalization on Retailing
- I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels
- FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario
- Franchising: Meaning, Types, Advantages and Limitations, Franchising in India
- Green Retailing
- Airport Retailing

Module 2: Retail Consumer and Retail Strategy

- Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers
- CRM in Retail: Meaning, Objectives
- Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community
- Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain

Theories :Natural Selection in Retailing, Wheel of Retailing and Accordion theory

- Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location
- HRM in Retail: Meaning, Significance, Functions
- Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store

Module 3: Merchandise Management and Pricing

- Merchandise Management : Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise
- Buying Function : Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer
- Concept of Lifestyle Merchandising
- Private Label : Meaning, Need and Importance, Private Labels in India
- Retail Pricing : Meaning, Considerations in Setting Retail Pricing
- Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing
- Variable Pricing and Price Discrimination- Meaning Types:
- Individualized Variable Pricing/First Degree Price
- Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing
- Variable Pricing by Market Segment/ Third Degree Price Discrimination

Module 4: Managing and Sustaining Retail

- Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff)
- Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics
- Store Layout- Meaning, Types: Grid, Racetrack, Free Form
- Signage and Graphics: Meaning, Significance, Concept of Digital Signage
- Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps
- Visual Merchandising and Display : Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising

- The Concept of Planogram : Display- Meaning, Methods of Display, Errors in Creating Display
- Mall Management : Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management
- Legal and Ethical Aspects of Retailing
- Licenses/Permissions Required to Start Retail Store in India
- Ethical Issues in Retailing
- Career Options in Retailing

Reference Books:

- 9
- Michael Levy & Barton A Weitz, “Retailing Management”, Tata Mc Graw Hill. 2023
 - Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai. 2018
 - Jim, “Retail Strategies-understanding why we shop”, Jaico Publishing House, Mumbai. 2022
 - K.S. Menon, “Store Management”, Macmillan India Ltd. 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 Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks
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AC –
Item No. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: International Marketing

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: International Marketing

Sr. No.	Heading	Particulars
1	Description the course:	The International Marketing course is designed to provide students with a comprehensive understanding of the principles, strategies, and challenges involved in marketing products and services across borders. The course explores the complexities of global markets, cultural considerations, and the development of effective international marketing campaigns.
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 International Marketing, its Advantages and Challenges • To provide an insight on the dynamics of International Marketing Environment • To understand the relevance of International Marketing Mix decisions and recent developments in Global Market • To provide learners with a comprehensive understanding of the global marketplace, including key trends, drivers, and challenges shaping international trade and investment, and the role of international marketing in capitalizing on market opportunities.
7	Course Outcomes:	<ul style="list-style-type: none"> • Understanding international marketing offers businesses the potential for significant growth and diversification • Gaining insight into the dynamics of the international marketing environment empowers businesses to navigate the complexities of global markets more effectively. • Understanding the relevance of international marketing mix decisions and staying informed about recent developments in the global market are critical for businesses seeking to expand internationally • Learners will demonstrate proficiency in analyzing global market trends, conducting market research, and identifying market opportunities and threats in international markets.

Module 1: Introduction to International Marketing & Trade

- Introduction of International Marketing: Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization
- Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC

Module 2: International Marketing Environment and Marketing Research

- International Marketing Environment: Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)
- Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License.
- Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism)
- Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research

Module 3: International Marketing Mix

- International Product Decision: International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning
- International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing
- International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing
- International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing
- International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing
- International Distribution Decisions : Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel
- International Promotion Decisions : Concept of International Promotion Decision
- Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness
- Standardization V/S Adaptation of International Promotional Strategies
- International Promotional Tools/Elements

Module 4: Developments in International Marketing

- Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan
- International strategies: Need for International Strategies, Types of International Strategies International Marketing of Services
- Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service culture

9 Reference Books:

- Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011
- Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition. 2019
- RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007
- Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition 2008
- Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007

10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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11 Continuous Evaluation through: (40 Marks)

Component	Total Marks
1)Assignment/Case Studies	15 Marks
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12 **Format of Question Paper:** for the final examination

Question Paper Pattern for Semester End Examination (SEE)
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Sr. No	Name	Signature
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AC –
Item No. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Media Planning & Management

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Media Planning & Management

Sr. No.	Heading	Particulars
1	Description the course:	The Media Planning and Management course is designed to provide students with a comprehensive understanding of the principles, strategies, and practices involved in planning, buying, and managing media for effective communication campaigns. The course covers various media channels, including traditional and digital platforms, and explores the role of media in the broader marketing and communication 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 understand Media Planning, Strategy and Management with reference to current business scenario • To know the basic characteristics of all media to ensure most effective use of advertising budget • To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys • To provide learners with a comprehensive understanding of the media landscape, including traditional media (such as TV, radio, print) and digital media (such as social media, search engines, display advertising), as well as emerging media trends and technologies.
7	Course Outcomes:	<ul style="list-style-type: none"> • Understanding media planning, strategy, and management in the current business scenario is crucial for the learners to navigate the evolving media landscape, reach their target audience effectively, and achieve marketing success • Careful planning and analysis enable companies to reach their target audience with the right message, on the right platforms, at the right time, leading to a more successful and impactful advertising campaign • Continuous evaluation and refinement based on data-driven insights ensure that advertising efforts remain relevant and successful in a dynamic and competitive market • Learners will demonstrate proficiency in analyzing the media landscape, identifying relevant media channels, and understanding their strengths, weaknesses, and audience reach.

Modules

Module 1: Overview of Media and Media Planning

- Overview of Media and Media Planning: Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning
- Media Research: Meaning, Role and Importance
- Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey

Module 2: Media Mix and Media Strategy

- Media Mix: Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix
- Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations, Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations, Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations, Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations
- Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media
- Media Strategy: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components
- Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.

Module 3: Media Budgeting, Buying & Scheduling

- Media Budget: Meaning
- Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase

- Importance of Media Budget.
- Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.
- Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying,
- Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy
- Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback
- Criteria in Media Buying
- Media Scheduling: Meaning, Importance, Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group.
- Scheduling Patterns – Continuity, Flighting, Pulsing
- Scheduling Strategies for Creating Impact: Road Block , Day or Day part
- Emphasis, Multiple Spotting, Teasers

Module 4: Developments in International Marketing

- Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach
- Television Metrics: Dairy v/s Peoplemeter, TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership
- Radio Metrics: Arbitron Radio Rating
- Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader.
- OOH Metrics: Traffic Audit Bureau (TAB)
- Benchmarking Metrics: Share, Profile, and Selectivity Index
- Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).
- Evaluating Media Buys
- Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships
- Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand

(CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations.

- Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys

Reference Books:

- 9
- Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010
 - Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.2017
 - Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition. 2021
 - Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,2011

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.

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AC –
Item No. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: HRM in Global Perspective

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: HRM in Global Perspective

Sr. No.	Heading	Particulars
1	Description the course:	The course on Human Resource Management (HRM) in Global Perspective is designed to provide students with a comprehensive understanding of the principles, challenges, and strategies involved in managing human resources across borders. In an era of increasing globalization, the course explores the complexities of international HRM, addressing cultural diversity, legal considerations, and the development of effective global HR 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 the students to the study and practice of IHRM • To understand the concepts, theoretical framework and issues of HRM in Global Perspective • To get insights of the concepts of Expatriates and Repatriates • To provide learners with a comprehensive understanding of the key concepts, theories, and frameworks of HRM in a global context, including cultural dimensions, international labor laws, and global HRM strategies.
7	Course Outcomes:	<ul style="list-style-type: none"> • Introducing learners to the study and practice of International Human Resource Management equips them with the knowledge and skills to navigate the complexities of managing human resources in a globalized world • Understanding the concepts, theoretical framework, and issues of HRM in a global perspective is essential for effectively managing human resources in the context of multinational operations and a diverse, interconnected world • Gaining insights into the concepts of expatriates and repatriates is essential for effectively managing international assignments and ensuring the success and smooth transition of employees working outside their home country • Learners will demonstrate cultural competence in HRM practices, including understanding cultural differences, adapting HRM strategies to diverse cultural contexts, and fostering inclusive workplaces that value diversity and inclusion.

Module 1: International HRM – An Overview

- International HRM – An Overview: International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions
- Difference between International HRM and Domestic HRM
- Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric
- Limitations to IHRM
- Qualities of Global Managers
- Organizational Dynamics and IHRM
- Components of IHRM- Cross Cultural Management and Comparative HRM
- Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers
- Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM
- Managing Diversity in Workforce Dealing with Cultural Shock

Module 2: Global HRM Functions

- International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce
- International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation
- HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training
- International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management
- Motivation and Reward System- Meaning, Benchmarking Global Practices International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR

Module 3: Managing Expatriation and Repatriation

- Managing Expatriation and Repatriation
- Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)
- Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers
- Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates

Module 4: International HRM Trends and Challenges

- International HRM Trends and Challenges:
- Emerging Trends in IHRM
- Off Shoring – Meaning, Importance, Off Shoring and HRM in India
- International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme
- Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World
- HR in MNCs – Industrial Relations in MNCs
- Role of Technology on IHRM
- IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization
- Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM Knowledge Management and IHRM

9	<p>Reference Books:</p> <ul style="list-style-type: none"> • Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning 2020 • P. L. Rao: International Human Resource Management, Text and Cases, Excel Books 2008 • Peer J. Dowling, Denice E. Welch and Randall S. Schuler: International Human Resource 1999 • Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press 2017 • A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College 1994
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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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12	<p>Format of Question Paper: for the final examination</p> <p style="text-align: center;">Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration:2 Hour</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Q. No.</th> <th style="text-align: center;">Particular</th> <th style="text-align: center;">Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Q-1</td> <td> Attempt the following: A. Full Length Question (15 Marks) OR B. Full Length Question (15 Marks) </td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td style="text-align: center;">Q-2</td> <td> Attempt the following: A. Full Length Question (15 Marks) OR B. Full Length Question (15 Marks) </td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td style="text-align: center;">Q-3</td> <td> Attempt the following: A. Full Length Question (15 Marks) OR B. Full Length Question (15 Marks) </td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td style="text-align: center;">Q-4</td> <td> Attempt the following: A. Full Length Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03 </td> <td style="text-align: center;">15 Marks</td> </tr> </tbody> </table> <p>Note: Question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.</p>	Q. No.	Particular	Marks	Q-1	Attempt the following: A. Full Length Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks	Q-2	Attempt the following: A. Full Length Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks	Q-3	Attempt the following: A. Full Length Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks	Q-4	Attempt the following: A. Full Length Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks
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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. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Organizational Development

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Organizational Development

Sr. No.	Heading	Particulars
1	Description the course:	The Organizational Development course is designed to provide students with a comprehensive understanding of the principles, methodologies, and practices involved in facilitating positive change and growth within organizations. The course explores various aspects of organizational development, including strategic planning, change management, leadership development, and the enhancement of organizational 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 concept of Organizational Development and its Relevance in the organization • To Study the Issues and Challenges of OD while undergoing Changes • To get an Understanding of Phases of OD Programme • To provide learners with a comprehensive understanding of organizational behavior, culture, structure, and processes, and how these elements impact organizational effectiveness and performance
7	Course Outcomes:	<ul style="list-style-type: none"> • Understanding the concept of Organizational Development and its relevance in the organization is crucial for promoting positive change, fostering a healthy work environment, and driving organizational effectiveness • Studying the issues and challenges of Organizational Development while undergoing changes equips individuals with the knowledge and skills to address the complexities and obstacles that can arise during change initiatives • Understanding the phases of an Organizational Development program equips individuals with a structured approach to driving positive change and achieving organizational effectiveness • Learners will demonstrate proficiency in diagnosing organizational issues and identifying root causes through data analysis, stakeholder interviews, and organizational assessments, and recommend appropriate interventions for improvement.

Module 1: Organizational Development – An Overview

- Organizational Development – An Overview: Organizational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance
- Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD
- OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner
- Emerging Trends in OD
- OD in Global Setting

Module 2: Organisational Diagnosis, Renewal and Change

- Organisational Diagnosis, Renewal and Change: Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis
- Organizational Renewal, Re-energising, OD and Business Process Re- Engineering (BPR), OD and Leadership Development
- Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change
- Change Agents- Meaning, Features, Types, Role, Skills required

Module 3: OD Interventions

- Managing Expatriation and Repatriation
- OD Interventions : Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions
- Types of Interventions : Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention
- Techniques of OD Intervention : Traditional: Sensitive Training, Grid Training, Survey Feedback.
- Modern : Process Consultation, Third Party, Team Building, Transactional Analysis
- Evaluation of OD Interventions : Process, Types, Methods, Importance

Module 4: OD Effectiveness

- Issues Faced in OD : Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD
- Values in OD : Meaning, Professional Values, Value Conflict and Dilemma

- Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals
- Organizational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of organizational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging organizational Effectiveness, Ways to Enhance Organizational Effectiveness

Reference Books:

- 9
- French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
 - Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990
 - Cummings, T. G. & Worley, C. G. Organization Development and Change (9th edition). Canada: South-Western Cengage Learning 2009
 - Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.

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 Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks
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Note:

Question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

Signatures of Team Members

Sr. No	Name	Signature
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2.	Ms. Reshma Rajput	
3.	Mr. Vedant Kajbaje	
4.		
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AC –
Item No. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: HRM in Service Sector Management

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: HRM in Service Sector Management

Sr. No.	Heading	Particulars
1	Description the course:	The HRM in Service Sector Management course is designed to provide students with a specialized understanding of human resource management (HRM) practices tailored to the unique challenges and dynamics of the service sector. The course focuses on the development and implementation of HR strategies that contribute to the success of service-oriented organizations, such as those in hospitality, healthcare, retail, and other service industries.
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 concept and growing importance of HRM in service sector • To understand how to manage human resources in service sector • To understand the significance of human element in creating customer satisfaction through service quality • To develop a customer centric cultural approach
7	Course Outcomes:	<ul style="list-style-type: none"> • Understanding the concept and growing importance of HRM in the service sector is essential for organizations to thrive in an increasingly competitive and customer-driven landscape • By recognizing the unique challenges and opportunities in service-oriented industries, HR professionals can develop people-centric strategies that drive employee engagement, service quality, and customer satisfaction • Understanding the significance of the human element in creating customer satisfaction through service quality highlights the essential role that employees play in shaping customer experiences. • By recognizing the importance of positive employee-customer interactions, empathy, service recovery, and continual improvement, organizations can foster a customer-centric culture that drives customer satisfaction and loyalty

Module 1: Service Sector Management- An Overview

- Service Sector Management- An Overview: Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location
- Service Sector Management : Meaning, Significance of Service Sector, Reasons for Growth in Service Sector Service Organization - Importance of Layout and Design of Service Organization, Servicescape
- Service Culture in Organization : Meaning, Developing Service Culture in Organization
- Relationship Marketing : Meaning, Need and Importance in Service Sector Organizations, Six Market Model
- Role of Service Employee
- Role of Customers in Service Process : Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors
- Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter

Module 2: Managing Human Element in Service Sector

- Managing Human Element in Service Sector: Human Element in Service Sector – Introduction, Role and Significance
- The Services Triangle
- Front Line Employees /Boundary Spanners : Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict
- Emotional Labour : Meaning, Strategies for Managing Emotional Labour
- Recruitment in Service Sector : Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector
- Selection of Employees in Service Sector : Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing, Develop People to Deliver Service Quality, Compensating Employees in Service Sector, Motivating Employees for Services
- Empowerment of Service Workers : Meaning, Advantages and Limitations

Module 3: Issues and Challenges of HR in Service Sector

- Issues and Challenges of HR in Service Sector:
- Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps
- Delivering Services through Agents and Brokers : Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers
- HRM in Public Sector Organizations and Non : Profit Sector in India
- Issues and Challenges of HR in Specific Services: Business and Professional Services: Banking and Insurance, Legal, Accountancy
- Infrastructure: Roads, Railways, Power
- Public Services: Police, Defense, Disaster Management
- Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs
- Personnel Services: Education, Health Care, Hotels
- Social and Charitable Services

Module 4: HRP Evaluation, Attrition, Retention & Globalization

- HRP Evaluation, Attrition, Retention & Globalization: Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector
- Service Leadership : Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model
- Attrition in Service Sector : Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success
- Retaining the Best People in Service Sector : Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers
- Globalization of Services : Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organizational Effectiveness, Ways to Enhance Organizational Effectiveness

9	Reference Books: <ul style="list-style-type: none"> • C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House 2005 • Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson 2016 • James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill 2017 • Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill. 1996
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10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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11	Continuous Evaluation through: (40 Marks) <table border="1" style="margin: 10px auto; width: 60%;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td>1)Assignment/Case Studies</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td>2)Presentation/ /Project</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td>3)Objective Questions</td> <td style="text-align: center;">10 Marks</td> </tr> <tr> <td>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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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 Question (15 Marks) OR B. Full Length Question (15 Marks)	15 Marks
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5.		

AC –
Item No. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Workforce Diversity

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Workforce Diversity

Sr. No.	Heading	Particulars
1	Description the course:	The Workforce Diversity Management course is designed to provide students with an in-depth understanding of the principles, challenges, and strategies involved in managing diverse workforces. The course explores the importance of diversity in the workplace, addresses issues related to inclusion, and equips students with the knowledge and skills needed to create and sustain diverse and inclusive organizational environments.
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 of workforce diversity • To familiarize the learners with the strategies to deal with work force diversity • To understand the impact of technology in managing workforce diversity • To explore various dimensions of diversity, including but not limited to race, ethnicity, gender, age, sexual orientation, disability, religion, and cultural background, and their impact on workplace dynamics.
7	Course Outcomes:	<ul style="list-style-type: none"> • By recognizing and appreciating the diverse dimensions of the workforce, organizations can foster a culture of inclusion, employee engagement, and innovation. • Understanding the nature of workforce diversity is essential for creating an inclusive and equitable work environment that values and respects the unique characteristics and perspectives of each employee. • Understanding the impact of technology in managing workforce diversity highlights how technological advancements can enhance diversity and inclusion efforts within organizations • Learners will demonstrate cultural competence and sensitivity, understanding the perspectives and experiences of individuals from diverse backgrounds and effectively navigating cross-cultural interactions in the workplace.

Module 1: Workforce Diversity - An Overview

- Meaning of Workforce
- Workforce Diversity - Meaning, Features and Significance
- Dimensions of Workforce Diversity
- Advantages and Limitations of having a diverse workforce
- Positive and Negative effects of workforce diversity in workplace

Module 2: Workforce Diversity and HRM Functions

- Steps to Recruiting and Retaining a Diverse Workforce
- Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance
- Role of Recruiter in Hiring Diversified Workforce
- Workforce Diversity – Key to Organizational Performance
- Workforce Diversity as a Determinant of Sustainable Competitive Advantage

Module 3: Strategies to Manage Diversity

- Organizational Strategies for Managing Workforce Diversity –Workplace Inclusion Strategies through Corporate Leadership, Diversity Training and Mentoring
- Diversity Management Programmes - Concept
- Corporate Culture and Diversity at workplace
- Techniques of Managing Work Force Diversity
- Approaches to Diversity Management System

Module 4: Issues in Managing Diversity and Recent Trends

- Best Practices in Achieving Workforce Diversity
- Diversity and Multi-culturism
- Global workforce diversity management
- Recent Trends of Diversity
- Role of Technology in Handling Workforce Diversity
- Workforce Diversity Management for Creativity and Innovation
- Ethical and Legal Issues in Managing Diversity

9	<p>Reference Books:</p> <ul style="list-style-type: none"> • Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition. 2008 • Handbook of Research on Workforce Diversity in a Global Society, edited by Scott, Chaunda L. 2012 • Diversity in the Workforce: Current Issues and Emerging Trends edited by Marilyn Y. Byrd, Chaunda L. Scott 2014 • Managing Diversity: Human Resource Strategies for Transforming the Workplace Ellen Ernst Kossek, Sharon A. Lobel 1996
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10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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AC –
Item No. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Operation Research

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Operation Research

Sr. No.	Heading	Particulars
1	Description the course:	The Operations Research course is designed to provide students with a comprehensive understanding of the principles, methodologies, and applications of operations research (OR) in solving complex decision-making problems. The course covers a range of quantitative techniques and analytical tools used to optimize processes, improve efficiency, and make informed decisions in various organizational settings.
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 help learners to understand operations research methodologies • To help learners to solve various problems practically • To make learners proficient in case analysis and interpretation • To provide learners with a comprehensive understanding of the fundamental concepts, principles, and techniques of operations research, including optimization, simulation, queuing theory, decision analysis, and game theory.
7	Course Outcomes:	<ul style="list-style-type: none"> • Helping learners understand operations research methodologies provides them with a valuable toolkit to analyze and solve complex problems across different disciplines • Helping learners solve various problems practically prepares them to be competent and resourceful problem solvers in their careers and daily lives. • Making learners proficient in case analysis and interpretation prepares them to be competent problem solvers and strategic thinkers in the business world. • Learners will develop advanced problem-solving skills, enabling them to tackle complex decision-making problems in diverse domains using OR techniques and methodologies.

Module 1: Introduction to Operations Research and Linear Programming

- Introduction To Operations Research, Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.
- Linear Programming Problems: Introduction and Formulation, Introduction to Linear Programming, Applications of LP, Components of LP, Requirements for Formulation of LP Problem, Assumptions Underlying Linear Programming, Steps in Solving LP Problems, LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)
- Linear Programming Problems: Graphical Method, Maximization & Minimization Type Problems. (Max. Z & Min. Z), Two Decision Variables and Maximum Three Constraints Problem, Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.
- Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. Linear Programming Problems: Simplex Method, Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations), All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)
- Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.
- Note: Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. Sensitivity Analysis including Profit Range and Capacity Range is not included.

Module 2: Assignment and Transportation Models

- Assignment Problem – Hungarian Method, Maximization & Minimization Type Problems. Balanced and Unbalanced Problems. Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. Simple Formulation of Assignment Problems, Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: Travelling Salesman

Assignment Problem is not included.

- Transportation Problems : Maximization & Minimization Type Problems. Balanced and Unbalanced problems. Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. Simple Formulation of Transportation Problems. Initial Feasible Solution (IFS) by: North West Corner Rule (NWCR), Least Cost Method (LCM), Vogel's Approximation Method (VAM), Maximum 5 x 5 Transportation Matrix. Finding Optimal Solution by Modified Distribution (MODI) Method. (u , v and Δ). Maximum Two Iterations (i.e. Maximum Two Loops) after IFS.
- Note: Production Scheduling Problem is not included. Time Minimization Problem is not included. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.

Module 3: Network Analysis

- Critical Path Method (CPM) Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, Construction of a Network Diagram. Node Relationship and Precedence Relationship. Principles of Constructing Network Diagram. Use of Dummy Activity. Numerical Consisting of Maximum Ten (10) Activities. Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. Forward Pass and Backward Pass Methods. Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float
- Project Crashing : Meaning of Project Crashing. Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. Time – Cost Trade off in Project Crashing. Optimal (Minimum) Project Cost and Optimal Project Completion Time. Process of Project Crashing. Numerical Consisting of Maximum Ten (10) Activities. Numerical based on Maximum Four (04) Iterations of Crashing
- Program Evaluation and Review Technique (PERT) : Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). Expected Time (t_e) of an Activity Using Three Time Estimates. Difference between CPM and PERT. Numerical Consisting of Maximum Ten (10) Activities. Construction of PERT Network using the values of all Activities. Mean (Expected) Project Completion Time. Standard Deviation and Variance of Activities. Project Variance and Project Standard Deviation. 'Prob. Z' Formula.
- Standard Normal Probability Table. Calculation of Probability from the Probability Table using

'Z' Value and Simple Questions related to PERT Technique. Meaning, Objectives, Importance, Scope, RORO/LASH

Module 4: Job Sequencing and Theory of Games

- Job Sequencing Problem, Processing Maximum 9 Jobs through Two Machines only. Processing Maximum 6 Jobs through Three Machines only. Calculations of Idle Time, Elapsed Time etc. Theory of Games, Introduction, Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.
- Types of Games : Numericals based on: Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.

Reference Books:

- 9
- Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India 1976
 - Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons 2012
 - Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons 2010
 - Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company 2014
 - Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series 2017

10	Internal Continuous Assessment: 40%	Semester End Examination: 60%
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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. –

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Project Work

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2024 - 2025

Name of the Course: Project Work

Sr. No.	Heading	Particulars
1	Description the course:	The Project Work in Business Management Studies is a comprehensive undertaking that allows students to integrate and apply their knowledge and skills gained throughout the BMS program to a real-world business scenario. The project aims to enhance students' problem-solving abilities, critical thinking, and practical application of management concepts.
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 help learners to understand operations research methodologies • To help learners to solve various problems practically • To make learners proficient in case analysis and interpretation • To accomplish the predefined goals and objectives of the project, which may include delivering a product, completing a research study, implementing a solution, or achieving a specific outcome.
7	Course Outcomes:	<ul style="list-style-type: none"> • The learner acquires knowledge about operations research methodologies and Techniques • The learner will be able to apply problem solving techniques in case analysis and Interpretation • Overall, making learners proficient in case analysis and interpretation can empower them to become well-rounded, analytical thinkers capable of addressing complex problems in a variety of contexts, whether in academia or the professional world • The primary outcome of project work is the successful completion of project objectives within the specified scope, schedule, and budget constraints.

8	Modules											
	N.A											
9	Reference Books: N.A											
10	Internal Continuous Assessment: 40%	Semester End Examination: 60%										
11	Continuous Evaluation through: (40 Marks) <table border="1" data-bbox="279 600 1038 1155" 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>1) In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)</td> <td style="text-align: center;">10 Marks</td> </tr> <tr> <td>2) Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study</td> <td style="text-align: center;">20 Marks</td> </tr> <tr> <td>3) Overall Impression (including Communication Skill)</td> <td style="text-align: center;">10 Marks</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">40 Marks</td> </tr> </tbody> </table>		Component	Total Marks	1) In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks	2) Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks	3) Overall Impression (including Communication Skill)	10 Marks	Total	40 Marks
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