



SADHANA EDUCATION SOCIETY

**L. S. RAHEJA COLLEGE OF ARTS &
COMMERCE**

SANTACRUZ (W), MUMBAI – 400054

**DEPARTMENT OF BACHELOR OF MANAGEMENT
STUDIES**

HANDBOOK

PREPARED BY:

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1.1

Introduction and Objectives

INTRODUCTION

The University of Mumbai started the Bachelor in Management Studies (BMS) programme in 1999-2000. The programme to cater to the growing needs of corporate India also leads to the all-round development of their personality.

The BMS programme provides comprehensive training to students in the field of Management, Accounting & Finance by way of interaction, projects, presentations, industrial visits, practical training, job orientation and placements.

Thus, if you have the zest and the endurance to face challenges, the passion to succeed and win and also to commit yourself to building a challenging career managerial nature of job with an international outlook, BMS is a programme specially designed for you.

OBJECTIVES

1. The curriculum is designed to mould the learners who aspire to become managers.
2. To provide the learners basic understanding of management education and overall development so that they are well trained to be absorbed as middle level managers by big companies.
3. The course aims to familiarize the learners with the fundamental aspects of various issues associated with business finance, business economics, marketing, human resource management, organizational behaviour etc.
4. The course further helps the learners acquire decision-making skills which is a necessity in today's globally competitive market, delegate work and primarily to coordinate with the entire organisation.

2.1 ELIGIBILITY CRITERION FOR ADMISSION TO THE PROGRAMME:

The Eligibility criterion for admission to the First Year of Bachelor of Management Studies (BMS) Program as per O 3941 of University of Mumbai is:

1. A candidate for being eligible for admission to the **Bachelor of Management Studies (BMS)** Degree Programme shall have passed XII Std. Examination of the Maharashtra Board of Higher Secondary Education OR its equivalent examination OR any diploma course of two or three years after SSC (class X) examinations by secured not less than 45% marks in aggregate in one attempt (General Category) and 40 % of marks in aggregate (Reserved Category) in one attempt
2. Every candidate admitted to the degree programme in the constituent /affiliated college / recognised institution, conducting the programme, shall have to register himself/herself with the University.

PLEASE NOTE THAT NO ENTRANCE EXAMINATIONS IS PRESCRIBED BY THE UNIVERSITY OF MUMBAI FOR ADMISSION TO THE PROGRAMME. THE ADMISSION TO THE PROGRAMME IS PURELY ON THE BASIS OF THE MARKS OBTAINED AT THE XIITH STD OR ITS EQUIVALENT EXAMINATION.

3.1 DURATION OF THE PROGRAMME

B.M.S. is a THREE (03) year FULL TIME Undergraduate Degree Programme offered by University of Mumbai comprising SIX (06) Semesters. Each year is divided into TWO (02) semesters.

4.1 PROGRAMME CONTENT

Overall the program comprises of 40 courses (papers / subjects) each of 100 marks. Broadly the programmes are on, Management, Law, Economics, Financial Accounting, Information Technology and Quantitative Methods. ***Detail contents are given in the next section.***

5.1 EVALUATION AND ASSESSMENT

For every programme (subject) the evaluation / assessment of the student will comprise of two components: Internal Assessment (25% of total marks 25 marks) which will be continuous evaluation and Semester End Examination which will be a theory paper of 75% of the marks for the programme (subject) i.e. 75 marks. To pass in the programme (subject/paper) the learner (student) is required to obtain 40% marks individually in each of the two components i.e. Internal Assessment (i.e. 10 marks out of 25 marks) and Semester End Examination (30 marks out of 75 marks) separately and overall 40% of the total marks (40 marks out of 100 marks).

Refer to the Scheme of Examination for details.

6.1

BRIEF CURRICULUM

Bachelor of Management Studies (BMS) is a 3 years full time Programme offered by University of Mumbai. Each year is divided into 2 semesters. The course consists of 40 modules comprising 40 theory papers and no project. This is one of the few Self Financing Courses which does not have project as one paper.

First Year B.M.S Semester I		First Year B.M.S Semester II	
1	Introduction to Financial Accounts	1	Principles of Marketing
2	Business Law	2	Industrial Law
3	Business Statistics	3	Business Mathematics
4	Business Communication – I	4	Business Communication – I
5	Foundation Course – I	5	Foundation Course – II
6	Foundation of Human Skills	6	Business Environment

Second Year B.M.S Semester III		Second Year B.M.S Semester IV	
CORE SUBJECTS		CORE SUBJECTS	
1	Information Technology in Business Management - I	1	Information Technology in Business Management-II
2	Foundation Course – III	2	Foundation course-IV
3	Business Planning & Entrepreneurial Management	3	Business Economics-II
4	Accounting for Managerial Decisions	4	Business Research Methods
5	Strategic Management	5	Production & Total Quality Management
Group A: Finance Electives (Any Two Courses)			
1	Basics of Financial Services	1	Financial Institutions & Markets
2	Introduction to Cost Accounting	2	Auditing
3	Equity & Debt Market	3	Strategic Cost Management
4	Corporate Finance	4	Corporate Restructuring
Group A: Marketing Electives (Any Two Courses)			
1	Consumer Behaviour	1	Integrated Marketing Communication
2	Product Innovations Management	2	Rural Marketing
3	Advertising	3	Event Marketing
4	Social Marketing	4	Tourism Marketing
Group A: Human Resource Electives (Any Two Courses)			
1	Recruitment & Selection	1	Human Resource Planning & Information System
2	Motivation and Leadership	2	Training & Development in HRM
3	Employees Relations & Welfare	3	Change Management
4	Organisation Behaviour & HRM	4	Conflict & Negotiation
Note: Group Selected in Semester III will continue in Semester IV.			
7	Business Economics – I	7	Principles of Management

Note: The Elective subjects for Second Year is offered based on the number of students opting for a particular elective.

Third Year B.M.S Semester V		Third Year B.M.S Semester VI	
CORE SUBJECTS		CORE SUBJECTS	
1	Logistics & Supply Chain Management	1	Operation Research
2	Project Work I	2	Project Work II

Note: Project work is considered as a special course involving application of knowledge in solving/analyzing/exploring a real life situation/ difficult problem. Project work would be of 04 credits. A project work may be undertaken in any area of Elective Courses/ study area selected

Group A: Finance Electives (Any Four Courses)

1	Investment Analysis & Portfolio Management	1	International Finance
2	Commodity & Derivatives Market	2	Innovative Financial Services
3	Wealth Management	3	Project Management
4	Strategic Financial Management	4	Risk Management in Banking Sector
5	Risk Management	5	Direct Taxes
6	Financing Rural Development	6	Indirect Taxes

Group A: Marketing Electives (Any Four Courses)

1	Services Marketing	1	Brand Management
2	E-Commerce & Digital Marketing	2	Retail Management
3	Sales & Distribution Management	3	International Marketing
4	Customer Relationship Management	4	Media Planning & Management
5	Industrial Marketing	5	Corporate Communication & Public Relations
6	Strategic Marketing Management	6	Marketing of Non Profit Organisation

Group A: Human Resource Electives (Any Four Courses)

1	Finance for HR Professionals & Compensation Management	1	HRM in Global Perspective
2	Strategic Human Resource Management & HR Policies	2	Organisational Development
3	Performance Management & Career Planning	3	HRM in Service Sector Management
4	Industrial Relations	4	Workforce Diversity
5	Talent & Competency Management	5	Human Resource Accounting & Audit
6	Stress Management	6	Indian Ethos in Management

Note: Group selected in Semester III will continue in Semester V & Semester VI

7.1**DETAILED SYLLABUS****Semester - I****Introduction to Financial Accounts****Module 1.1****Unit I Introduction**

Meaning and Scope of Accounting: Need and development, definition: BookKeeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting

• Accounting principles: Introductions to Concepts and conventions. • Introduction to Accounting Standards: Meaning and Scope)

- AS 1 : Disclosure to Accounting Policies
- AS 6: Depreciation Accounting.
- AS 9: Revenue Recognition.
- AS 10: Accounting For Fixed Assets.

International Financial Reporting Standards (IFRS): Introduction to IFRS & IAS-1: Presentation of Financial Statements (Introductory Knowledge)

IAS-2: Inventories (Introductory Knowledge)

• Accounting in Computerized Environment: Introduction, Features and application in various areas of Accounting

Unit II Accounting Transactions

Accounting Transactions: Accounting cycle, journal, journal proper, Opening and closing entries, Relationship between journal & ledger: Rules regarding posting; Trial balance; Subsidiary books: Bank reconciliation statement.

Expenditure: Classification of Expenditure - Capital, Revenue and Deferred Revenue, Distinction between capital expenditure and revenue expenses; Unusual expenses; Effect of error; Criteria tests

Receipts: Capital receipt, Revenue receipt, Distinction between capital receipts and revenue receipts

Profit or Loss: Revenue profit or loss, Capital profit or loss

Unit III Depreciation Accounting & Trial Balance

Depreciation Accounting: Practical problem based on accounting treatment by provision for depreciation using SLM and RBM methods

Introduction and Preparation of Trial Balance

Unit IV Financial Accounts

Introduction to Final Accounts of a Sole proprietor. • Rectification of errors. • Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. • Preparation and presentation of Final Accounts in horizontal format • Introduction to Schedule 6 of Companies Act, 1956

Business Law

Module 1.2

Unit I

Indian Contract Act, 1872

Essential Elements of Contract - Agreement and Contract - Capacity to Contract - Free Consent - Consideration - Lawful objects/consideration, Breach of Contract, Remedies for breach of contract

Sales of Goods Act, 1930

Scope of the Act - Sale and Agreement to sell - Essentials of a valid sale Contract - Conditions and Warranties - Rights of an unpaid seller

Unit II

Negotiable Instrument Act, 1881

Introduction of Negotiable Instruments - Characteristics of Negotiable Instruments - Different types of Negotiable Instruments

Consumer Protection Act, 1986

Objects of consumer Protection - Introduction of consumer - Who is consumer? - Meaning of the words "Goods and Services" - Meaning of the words "Defects and Deficiencies of Goods and services" - Consumer disputes and complaints

Unit III: Company Law

What is company? - Incorporation of Company - Memorandum of Association & Articles of Association - Prospectus - Meetings – Meaning of Transfer and Transmission of shares

Unit IV:

Intellectual Property Rights: Definition, objectives, Patent, Trade Mark, Copy Right, Geographical indications

Business Statistics

Module 1.3

Unit I:

Introduction to Statistics: Functions/Scope/Limitations

Data: Relevance of data, types of data – primary and secondary

Presentation of Data: Classification – frequency distribution – discrete and continuous, tabulation, graph – frequency, bar diagram, pie chart, histogram, ogives

Descriptive Statistics for Univariate Data

Measures of Central Tendency: mean – AM, weighted, combined, median – calculation and graphical using ogives, mode – calculation and graphical using histogram, comparative analysis of all measures of central tendency

Unit II :

Measures of Dispersion: Range with C.R, quartiles and quartile deviation with CQ, mean deviation from mean with CMD, standard deviation with CV, skewness and kurtosis

Co-relation: Karl Pearson, Rank co-relation

Linear Regression: Least square method

Unit III

Time Series: least square method, moving average method, determination of season
Index Number: Simple average method, weighted average method, simple average of price relatives, weighted average of price relatives, chain based index method, base shifting, cost of living index number

Unit IV

Probability: concept and sample space, concept of event, definition, addition and multiplication laws, conditional probability, Bayes' theorem, concept of probability distribution

Decision Theory: Acts, state of nature events, pay offs, opportunity loss, decision making under certainty and uncertainty, non-probability, Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace & Hurwicz) Probabilistics (Decision Making under risk): EMV, EOL, EVPI, Decision Tree

Business Communication Module 1.4

Unit I Theory of Communication

Concept-meaning, definition, process, importance, modern methods of communication – web context, blogs writing, video and tele conferencing, formal channels of communication with objectives, informal channels. Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given)

Methods and Modes of Communication: Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax] Computers and E-communication Video and Satellite Conferencing.

Unit II Obstacles to Communication in Business World

Problems in Communication /Barriers to Communication. Ways to Overcome these Barriers Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4 Introduction to Business Ethics: Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace Piracy, Insurance, Child Labour.

Unit III Business Correspondence

Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing, Personnel Correspondence: Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation

Unit IV Language and Writing Skills

Commercial Terms used in Business Communication Paragraph Writing: Developing an idea, using appropriate linking devices, etc Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.] Activities- Listening

Comprehension, Remedial Teaching, Speaking Skills: Presenting a News Item, Dialogue and Speeches. Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling. Reading Comprehension: Analysis of texts from the fields of Commerce and Management.

Foundation Course I

Module 1.5

Unit I Overview of Indian Society

Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; Understand regional variations according to rural, urban and tribal characteristics; Understanding the concept of diversity as difference.

Unit II Concept of Disparity- 1

Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media; Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities.

Unit III Concept of Disparity-2

Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; Understand inter-group conflicts arising out of communalism; Examine the causes and effects of conflicts arising out of regionalism and linguistic differences.

Unit IV The Indian Constitution

Philosophy of the Constitution as set out in the Preamble; The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution.

Unit V Significant Aspects of Political Processes

The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

Foundations of Human Skills

Module 1.6

Unit I Understanding Human Nature

Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment • Personality and attitude: Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions • Thinking, learning and perceptions: Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception features and factor influencing individual

perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional).

Unit II Introduction to Group Behaviour

Introduction to Group Behaviour: Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures). Team effectiveness: nature, types of teams, ways of forming an effective team. Setting goals.

Organizational processes and system. Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games. Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.

Unit III Organizational Culture and Motivation at workplace

Organizational Culture: Characteristics of organizational culture. Types, functions and barriers of organizational culture. Ways of creating and maintaining effective organization culture

Motivation at workplace: Concept of motivation Theories of motivation in an organisational set up. A.Maslow Need Hierarchy.

F.Hertzberg Dual Factor Theory Mc.Gregor theory X and theory Y. Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.

Unit IV Organisational Change, Creativity and Development and Work Stress

Organisational change and creativity: Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.

Organisational Development and work stress: Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress.

Business Economics – I Module 1.7

Unit I Introduction

Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, the basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium.

Unit II Demand Analysis

- Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts.
- Demand estimation and forecasting: Meaning and significance - methods of demand estimation: survey and statistical methods (numerical illustrations on trend analysis and simple linear regression).

Unit III Supply and Production Decisions and Cost of Production

- Production function: short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of

inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale.

- Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications).

Unit IV Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition

Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolistic competition: Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples) Oligopolistic markets: key attributes of oligopoly - Collusive and non-collusive oligopoly market - Price rigidity - Cartels and price leadership models.

Unit V Pricing Practices

Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing

Semester – II

Principles of Marketing

Module 2.1

Unit I Introduction to Marketing

• Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function • Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. • Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.

Unit II Marketing Environment, Research and Consumer Behaviour

The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders. • Macro environment: Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis)

• Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research MIS: Meaning, features and Importance • Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour.

Unit III Marketing Mix

• Marketing mix: Meaning –elements of Marketing Mix. • Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. • Branding –Packing and packaging – role and importance • Pricing – objectives- factors influencing pricing policy and Pricing strategy. • Physical distribution – meaning – factor affecting channel selection-types of marketing channels • Promotion – meaning and significance of promotion. Promotion • tools (brief).

Unit IV Segmentation, Targeting and Positioning and Trends In Marketing

- Segmentation – meaning , importance , basis • Targeting – meaning , types • Positioning – meaning – strategies • New trends in marketing – E-marketing , Internet marketing and marketing using Social network • Social marketing/ Relationship marketing

Industrial Law Module 2.2

Unit I Laws related to Industrial Relations and Industrial Disputes

- a) Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure
- b) The Trade Union Act, 1926

Unit II Laws related to Health, Safety and Welfare

- a) The Factory Act 1948: (Provisions related to Health, Safety and Welfare)
- b) The Workmen's Compensation Act, 1923 Provisions –
 - Introduction-
 - A) The doctrine of assumed risk
 - B) The doctrine of Common Employment
 - C) The doctrine of Contributory Negligence
 - II-Definitions
 - III-Employers liability for compensation (S-3 to 13)
 - IV-Rules as to Compensation (Sec 4 to Sec 9) (14 A & 17)

Unit III Social Legislation

- a) Employee State Insurance Act 1948: Definition and Employees Provident Fund
- b) Miscellaneous Provision Act 1948: Schemes,
- c) Administration and determination of dues

Unit IV Laws Related to Compensation Management

- a) The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions
 - b) Payment of Bonus Act, 1965
- The Payment of Gratuity Act, 1972

Business Mathematics Module 2.3

Unit I Elementary Financial Mathematics

- 1) Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest.
- 2) Annuity-Present and future value-sinking funds
- 3) Depreciation of Assets: Equated Monthly Instalments (EMI)- using flat interest rate and reducing balance method.
- 4) Functions: Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point.
- 5) Permutation and Combination: (Simple problems to be solved with the calculator only)

Unit II Matrices and Determinants

Compiled By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
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- 1) Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix)
- 2) Determinants of a matrix of order two or three– properties and results of Determinants
- 3) Solving a system of linear equations using Cramer's rule
- 4) Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method
- 5) Case study– Input Output Analysis

Unit III Derivatives and applications of Derivatives

- 1) Introduction and Concept– Derivatives of constant function, logarithmic functions, polynomial and exponential function
- 2) Rules of derivatives: addition, multiplication, quotient
- 3) Second order derivatives
- 4) Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand.

Unit IV Numerical Analysis [Interpolation]

- 1) Introduction and concept – Finite differences – forward difference operator – Newton's forward difference formula with simple examples
- 2) Backward Difference Operator. Newton's backward interpolation formula with simple examples.

Business Communication II Module 2.4

Unit I Presentation Skills

Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation Effective use of OHP Effective use of Transparencies How to make a Power-Point Presentation.

Unit II Group Communication

Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions Conference: Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR.

Unit III Business Correspondence

Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) Only following to be taught in detail:- Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]

Unit IV Language and Writing Skills

Reports: Parts, Types, Feasibility Reports, and Investigative Reports Summarization: Identification of main and supporting/sub points Presenting these in a cohesive manner

Foundation Course II Module 2.5

Unit I Globalization and Indian Society

Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.

Unit II Human Rights

Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution.

Unit III Ecology

Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life; Sustainable development- concept and components; poverty and environment.

Unit IV Understanding Stress and Conflict

Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict.

Unit V Managing Stress and Conflict in Contemporary Society

Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualization; Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in society.

Business Environment Module 2.6

Unit 1 Introduction to Business Environment

- a) Business – Meaning, Definition, Nature & Scope, Types of Business Organizations.
- b) Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.
- c) Micro and Macro Environment – Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.
- d) Introduction to Micro-Environment –
Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity
External Environment: Firm, customers, suppliers, distributors, Competitors, Society
- e) Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal)

Unit 2 Political and Legal environment

- a) Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.
- b) Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy
- c) Impact of business on Private sector, Public sector and Joint sector
- d) Sun-rise sectors of India Economy. Challenges of Indian economy.

Unit 3 A) Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business

B) Technological environment -Features, impact of technology on Business

C) Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

Unit 4 International Environment

- a) GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.
- b) Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.
- c) MNCs – Definition, meaning, merits, demerits, MNCs in India
- d) FDI – Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India.
Challenges faced by International Business and Investment Opportunities for Indian Industry.

Principles of Management Module 2.7

Unit I Introduction

Management - Concept, significance, roles and skills, levels of management, Concepts of POSCORB, Managerial Grid

Evolution of Management Theory - Work of Fredrick W. Taylor, Fayol's contribution, Behavioral Science approach, Contingency approach.

Unit II Planning and decision making

Planning: Meaning-importance-elements-process-limitations and MBO

Decision Making-concept, importance, process and techniques of decision making

Unit III Organizing

Organising - Concept, Structure (Formal & Informal, Line and Staff Matrix)

Departmentation: Meaning, Basis and significance

Span of Control: Meaning, Graicunas Theory, Factors affecting span of control

Centralization vs Decentralization, Delegation of authority and responsibility relationship.

Unit IV Directing, Leadership, Co-ordination and Controlling

Directing: Meaning and Process • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management & CSR.

Semester – III

Group A. Finance Electives

Basics of Financial Services

Module 3.1

Unit I Financial System

An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System(Overview of SEBI and RBI-Role and Importance as regulators).

Unit II Commercial Banks, RBI And Development Banks

- Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, and Interest Rate reforms, Capital Adequacy Norms.
- Reserve Bank of India-Organisation & Management, Role And Functions
- Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.

Unit III Insurance

Concept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance.

Unit IV Mutual Funds

Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India.

Group A. Finance Electives

Introduction to Cost Accounting

Module 3.2

Unit I Introduction to Cost Accounting:

Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting-Advantages and disadvantages of Cost Accounting-Elements of Costs-Cost classification (concept only)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing (Practical Problems)

Unit II Elements of Cost:

a) Material- Introduction, motives of holding stock, stock valuation (FIFO & weighted average method), maintenance of stock levels.

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- b) Labour- Introduction, labour remuneration (Time rate & Price rate), labour turnover
- c) Overheads- Introduction, classification of overheads, Distribution/Appointment of overheads
- d) Introduction to concept of absorption costing-Under absorption/over absorption of overheads (concept only)
- e) Determination of total cost/ composition of selling price/cost sheets /translation, valuation of closing stock /Estimated/Tender/Offer (Basic numericals)

Unit III Cost Projection

- Cost Sheet (Current and Estimated)) (Practical Problems) • Reconciliation of financial accounts and cost accounting (Practical Problems)

Unit IV Emerging Cost Concepts

Uniform Costing and Interfirm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard

Group A. Finance Electives

Equity and Debt Market

Module 3.3

Unit I Introduction to Financial Market

Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. • Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.

Unit II Dynamics of Equity Market

- Primary: 1)IPO – methods followed (simple numerical) 2) Book building 3)Role of merchant bankers in fixing the price 4)Red herring prospectus – unique features 5)Numerical on sweat equity, ESOP & Rights issue of shares
- Secondary: 1)Definition & functions of stock exchanges 2)Evolution & growth of stock exchanges 3)Stock exchanges in India 4)NSE, BSE OTCEI & overseas stock exchanges 5)Recent developments in stock exchanges 6)Stock market Indices.

Unit III Players in debt markets

- Players in debt markets: 1)Govt. securities 2)Public sector bonds & corporate bonds 3)open market operations 4)Security trading corp. of India 5)Primary dealers in Govt. securities
- Bonds: 1) Features of bonds 2) Types of bonds.

Unit IV Valuation of Equity & Bonds

- Valuation of equity: 1. Balance sheet valuation 2. Dividend discount model(zero growth, constant growth & multiple growth) 3. Price earning model
- Valuation of bonds 1. Determinants of the value of bonds 2. Yield to Maturity 3. Interest rate risk 4. Determinants of Interest Rate Risk

Finance Group Electives
Corporate Finance
Module 3.4

Unit I Introduction

- Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.
- Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.

Unit II Capital Structure and Leverage

- Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.
- Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.

Unit III Time Value of Money

- Introduction to Time Value of Money – compounding and discounting • Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return) • Importance of Risk and Return analysis in Corporate Finance.

Unit IV Mobilisation of Funds

Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's. Foreign capital and collaborations, Foreign direct Investment (FDI) Emerging trends in FDI Global Depositary Receipts, Policy development, Capital flows and Equity Debt. Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring

Marketing Group Electives
Consumer Behaviour
Module 3.5

Unit 1 Introduction to Consumer Behaviour:

1. Meaning of Consumer Behaviour, Features and Importance
2. Types of Consumer (Institutional & Retail), Diversity of consumers and their behavior- Types of Consumer Behavior
3. Profiling the consumer and understanding their needs
4. Consumer Involvement
5. Application of Consumer behaviour knowledge in Marketing
6. Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.

UNIT 2 Individual- Determinants of Consumer Behavior

1. Consumer Needs & Motivation (Theories - Maslow, Mc Clelland).

2. Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.
3. Self-Concept – Concept
4. Consumer Perception
5. Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation & Change.
6. Attitude - Concept of attitude

UNIT 3 Environmental Determinants of Consumer Behavior

1. Family Influences on Buyer Behaviour,
2. Roles of different members, needs perceived and evaluation rules. Factors affecting the need of the family, family life cycle stage and size.
3. Social Class and Influences.
4. Group Dynamics & Consumer Reference Groups, Social Class & Consumer behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.
5. Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.

UNIT 4 Consumer decision making models and New Trends

1. Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making
2. Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles
3. E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

Marketing Group Electives **Product Innovations Management** **Module 3.6**

Unit I Innovations Management

- Introduction -Innovations Management Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations.
- Thinking Tools for Innovations Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods
- Legal Aspects of innovations Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights ;Trade secrets.

Unit II Managerial Aspects of Innovations functions

- Organizing for Innovations Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision.
- Strategizing Innovations Introduction; Innovations as a strategy component; developing innovation strategy; Innovation strategies; Market standing based strategies.
- Managing Innovations Functions Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management
- Climate and culture for innovations Introduction; Need for creative organizations; Characteristics of creative organizations; Creating creative organizations – 7s framework; Fostering innovations climate and culture.

Unit III Product innovations, Process Innovations and Innovations Diffusion

- Introduction to product innovations Types of new products; Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New product failures; Cases of Innovating companies.
- Process Innovations Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking.
- Innovations Diffusion Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.

Unit IV New Product Development Strategy

- New Product Development and Product specifications Concept of new product development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.
- Concept Generation, Selection and Testing 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.
- Product testing Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test.

Marketing Group Electives

Advertising

Module 3.7

Unit I Introduction to Advertising

- Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising
- Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising
- Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance
- Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising
- Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising.

Unit II Strategy and Planning Process in Advertising

- Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan-Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools
- Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC
- Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.

Unit III Creativity in Advertising

- Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of

source in ads and celebrities as source in Indian ads – execution styles of presenting ads. • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)

• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research.

Unit IV Budget, Evaluation, Current trends and careers in Advertising

• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pretesting and Post-testing, Concept testing v/s Copy testing • Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends

• Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them.

Marketing Group Electives

Social Marketing

Module 3.8

Unit I Introduction to Social Marketing & Its Environment

Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing. Environment in Social Marketing, Components, Impact of Environment on Social Marketing.

Unit II Social Marketing Plan, STP and Marketing Mix

• Social Marketing Plan, Segmentation, Targeting & Positioning Social Marketing Plan, Steps in developing social marketing plan, importance of planning. Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning.

• Social Marketing Mix 1. Product: Social Product, Level of Product, Social Product Branding Decision. 2. Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies. 3. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel 4. Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.

Unit III Managing Behaviour for Social Change & NPO & CSR

• Managing Behaviour for Social Change Types of Behaviour Objectives, Knowledge objectives and belief objectives, Behaviour Change Models, Theories and Frameworks: Social Norm Theory, The

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diffusion of innovation model, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The behavioural economics framework and the nudge factor, the science of habit framing,

- Not for Profit Organization (NPO) & CSR Meaning, NGO, Voluntary Organization, Third Sector, NPO Sector. Status of Voluntary sector in India. Starting a Voluntary Organization in India: Trust, Society, Section 8 Company under the Companies Act of 2013. CSR, Meaning, Overview of CSR in India, Overview of CSR rules for corporation under Companies Act of 2013, CSR Impact Evaluation. Need for Governance in Not for Profit Sector, Ethics in Social Marketing.

Unit IV Social Marketing – A Sectoral Overview & Careers

- Marketing Health • Marketing Education • Marketing Medicare • Marketing Sanitation • Marketing Financial Literacy & Savings • Marketing Digital Literacy • Marketing of Social Issues of Youth. • Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.

Ability Enhancement Courses (AEC)

Information Technology in Business Management-I

Module 3.9

Unit I Introduction to IT Support in Management

- Information Technology concepts Concept of Data, Information and Knowledge Concept of Database • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS): Types of CBIS - brief descriptions and their interrelationships/hierarchies: Office Automation System (OAS): Transaction Processing System (TPS).

Management Information System (MIS) Decision Support Systems (DSS): Executive Information System (EIS): Knowledge based system, Expert system

- Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends. Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)

Unit II Office Automation using MS Office

- Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation.

Unit III Email, Internet and its Applications

- Introduction to Email Writing professional emails Creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN,

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MAN, WAN • DNS Basics. Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.

Unit IV E-Security Systems

• Threats to Computer systems and control measures. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security • Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email • E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • Information Security Environment in India with respect to real Time Application in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; ECash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions • Threat Hunting Software.

Foundation Course III Environmental Management Module 3.10

Unit I Environmental Concepts:

Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere
Biogeochemical cycles – Concept and water cycle.
Ecosystem & Ecology; Food chain, food web & Energy flow pyramid.
Resources: Meaning, classification (Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner.

Unit II Environment degradation:

Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies.
Pollution – meaning, types, causes and remedies (land, air, water and others)
Global warming: meaning, causes and effects.
Disaster Management: meaning, disaster management cycle.
Waste Management: Definition and types -solid waste management, anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste)

Unit III SUSTAINABILITY AND ROLE OF BUSINESS

Sustainability: Definition, importance and Environment Conservation.
Environmental clearance for establishing and operating Industries in India.
EIA, Environmental auditing, ISO 14001
Salient features of Water Act, Air Act and Wildlife Protection Act.
Carbon bank & Kyoto protocol.

Unit IV INNOVATIONS IN BUSINESS- AN ENVIRONMENTAL PERSPECTIVE

Non-Conventional energy sources - Wind, Bio-fuel, Solar, Tidal and Nuclear Energy.

Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits, other business projects for greener future.

Core Courses
Business Planning and Entrepreneurial Management
Module 3.11

Unit 1 Foundations of Entrepreneurship Development:

1. Concept and Need of Entrepreneurship Development
2. Definition of Entrepreneur, Entrepreneurship,
3. Importance and significance of growth of entrepreneurial activities
4. Characteristics and qualities of entrepreneur
5. Theories of Entrepreneurship:
 - a. Innovation Theory by Schumpeter & Imitating
 - b. Theory of High Achievement by McClelland
 - c. X-Efficiency Theory by Leibenstein
 - d. Theory of Profit by Knight
 - e. Theory of Social change by Everett Hagen
6. External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal.
7. Role of Entrepreneurial culture in Entrepreneurship Development.

Unit 2 Types & Classification of Entrepreneurs

1. Intrapreneur –Concept and Development of Intrapreneurship
2. Entrepreneur – Concept and Development of Entrepreneurship
3. Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group
4. Social entrepreneurship – concept, development of Social Entrepreneurship in India. Importance and Social responsibility of NGO's.
5. Entrepreneurial development Program (EDP) – concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)

Unit 3 Entrepreneur Project Development & Business Plan

1. Innovation, Invention, Creativity, Business Idea, Opportunities through change. • Idea generation– Sources-Development of product /idea,
2. Environmental scanning and SWOT analysis • Creating Entrepreneurial Venture- Entrepreneurship Development Cycle • Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan. • Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &Management, Ownership, • Critical Risk Contingencies of the proposal, Scheduling and milestones.

Unit 4 Venture Development

1. Steps involved in starting of Venture
2. Institutional support to an Entrepreneur
3. Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects

4. Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.
5. New trends in entrepreneurship - E-entrepreneur

Accounting for Managerial Decisions Module 3.12

Unit-1 Analysis and Interpretation of Financial statements:-

1. Study of balance sheet of limited companies schedule VI- (New.). Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies- Schedule VI (New)
2. Vertical Form of Balance Sheet and Profit & Loss A/c- Trend Analysis, Comparative Statement & Common Size.

Unit-2 Ratio analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification restricted to:

1. Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.
2. Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover, Creditors Turnover Ratio
3. Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio)
4. Different modes of expressing ratios: - Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.

Unit-3 Preparation of cash flow statement (Accounting Standard-3(revised))

Unit-4 Working Capital and Receivables Management

1. Working Capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations.
Receivables management- Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule)

Strategic Management Module 3.13

Unit-1 Introduction to Strategy

1. Business Policy-Meaning, Nature, Importance
2. Strategy-Meaning, Definition
3. Strategic Management-Meaning, Definition, Importance, Strategic management
4. Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)
5. Strategic Intent - Mission, Vision, Goals, Objective, Plans

Unit-2 Strategy Formulation

1. Environment Analysis and Scanning (SWOT)
2. Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)
3. Business Level Strategy (Cost Leadership, Differentiation, Focus)
4. Functional Level Strategy (R & D, HR, Finance, Marketing, Production)

Unit-3 Strategic Implementation

1. Models of Strategy making.
2. Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9 Cell, Porter 5 Forces, 7S Frame Work
3. Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.

Unit-4 Strategic Evaluation & Control

1. Meaning, Steps of Evaluation & Techniques of Control
2. Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.
3. Change Management – Elementary Concept

Semester – IV

Finance Electives Financial Institutions & Markets Module 4.1

Unit I Financial System in India

- Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development , Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) (Only an Overview) Monitoring Framework for financial Conglomerates,
- Structure of Indian financial system – Financial Institutions (Banking & NonBanking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services(Fund based & Free Based) – (In details) • Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India.

Unit II Financial Regulators & Institutions in India (detail discussion on their role and functions)

- Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA. • Financial Institutions- Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC) NBFC services provided by NBFC. • Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns)

Unit III Financial Markets (In Details)

- Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms • Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and

Secondary Market, Stock Indices, NSE, BSE, ADR and GDR • Introduction of Commodity and Derivative Markets • Insurance and Mutual funds – An introduction.

Unit IV Managing Financial Systems Design

- Financial System Design – Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems
- At global level – Financial system designs of Developed countries (Japan, Germany , UK and USA) (Brief Summary) • Case studies relating to disinvestments policies of PSU in India, Global crises and failures in market systems around world.

Finance Electives Auditing Module 4.2

Unit I Introduction to Auditing

- Basics – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing. • Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud
- Principles of Audit – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting • Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit.

Unit II Audit Planning, Procedures and Documentation

- Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach. • Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach • Audit Working Papers - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books • Audit Notebook – Meaning, structure, Contents, General Information, Current Information, Importance

Unit III Auditing Techniques and Internal Audit Introduction

- Test Check - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions. • Audit Sampling - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample

- Internal Control - Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks • Internal Audit - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit.

Unit IV Auditing Techniques: Vouching & Verification

- Audit of Income - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received • Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense • Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures • Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities.

Finance Electives Strategic Cost Management Module 4.3

Unit I Introduction to Strategic Cost Management(Only Theory)

Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal Management, Business Process Reengineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost & Supply Cost, Cost Reduction & Product Life Cycle Costing(An Overview)

Unit II Activity Based Costing

Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)

Unit III Strategic Cost Management performance assessment (Only theory)

Cost Audit & Management Audit under companies Act, with reference to strategic assessment of cost & managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages & long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation.

Unit IV Variance Analysis & Responsibility Accounting (Practical Problems)

- Standard Costing (Material, Labour, Overhead, Sales & Profit)
- Responsibility Accounting –Introduction, Types & Evaluation of Profit Centre and Investment Centre

Finance Electives
Corporate Restructuring
Module 4.4

Unit I Corporate Restructuring – Introduction and Concepts (Only Theory)

• Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring. • Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies. • Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale

Unit II Accounting of Internal Reconstruction (Practical and theory)

• Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions • Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.

Unit III Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory)

• In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively • Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.

Unit IV Impact of Reorganization on the Company - An Introduction (Only Theory)

• Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People • Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts. • Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.

Marketing Group Electives
Integrated Marketing Communication and Advertising
Module 4.5

Unit 1 Introduction to Integrated Marketing Communication

1. Meaning, Evolution of IMC, Reasons for growth and Features
2. Promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing.
3. Communication process, Traditional & Alternative Response Hierarchy models.
4. Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales v/s communication objectives, DAGMAR, Problems in Setting Objectives, Setting objectives for the IMC Program

Unit 2 Elements of IMC I

1. Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.
2. Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.

Unit 3 Elements of IMC – II

1. Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing
2. Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship
3. Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling.

Unit 4 Evaluation & Ethics in Marketing Communication

1. Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests
2. Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices
3. Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.

Marketing Group Electives

Rural Marketing

Module 4.6

Unit 1

1. Introduction to Rural Market, Definition & Scope of Rural Marketing.
2. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).
3. Emerging Profile of Rural Markets in India,
4. Problems of rural market.
5. Constraints in Rural Marketing and Strategies to overcome constraints,

Unit 2

1. Rural Consumer Vs Urban Consumers – a comparison. Characteristics of Rural Consumers.
2. Rural Market Environment:

- a) Demographics – Population, Occupation Pattern, Literacy Level;
 - b) Economic Factors - Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,
 - c) Rural Infrastructure - Rural Housing, Electrification, Roads
3. Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors, Lifestyle, Personality.

Unit 3

1. Relevance of marketing mix for rural market/Consumers.
2. Product Strategies, Rural Product Categories - FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling.
3. Nature of Competition in Rural Markets, the problem of Fake Brands
4. Pricing Strategies & objectives
5. Promotional Strategies. Segmentation, Targeting & Positioning for rural market, Rural.

Unit 4

1. Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution
2. Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media.

Marketing Electives

Event Marketing

Module 4.7

Unit 1 Introduction to Events

- Definition and Meaning of Event Marketing ; The Evolution of Event Marketing, Advantages of Event Marketing, 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out; Event Designing; Reach; Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.
- Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events: Brand Building, Focus on Target Market, Implementation of Marketing Plan, Marketing Research, Relationship Building, Creating opportunities for better deals with different media, Events and their Economic implications.
- Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media

Unit II Segmenting, Targeting and Positioning of Events and Concept of Product in Events

- Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.
- Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events ,Special Business Events, Retail Events.
- Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based

Unit III Concept of Pricing and Promotion in Events

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
L.S.Raheja College of Arts & Commerce

- Risk Rating, Setting Pricing Objectives, Understanding local legislations and tax laws, Feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, Event Charges: Percentage of the total Event Cost, Flat Fee, Package Price, Hourly Rate.
- Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, Invenue Publicity.
- Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.

Unit IV Trends and Challenges in Event Marketing

- e-event marketing, Virtual Events, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing.
- Safety and Security of Event
- Event Crisis Management
- Growth of Event Industry in India
- Career in Event Marketing.

Marketing Electives Tourism Marketing Module 4.8

Unit 1 Introduction to Tourism Marketing

- Meaning of Tourism & Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism.
- Tourism Marketing Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing.
- Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach.
- Tourism Planning: Process, Study of market, Levels of tourism planning, Organization of a tour. Tour Operators and Travel Agents: functions, types, distribution network, Travel agency operations, Travel Organization-Individual and group, travel itinerary. Travel Formalities and Documentation.

Unit 2 Tourism Market Segmentation & Product Mix of Tourism Marketing

- Tourism Market Segmentation: Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology
- 4 'A's of Tourism Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea & Waterways, Airways Amenities: Meaning, Amenities & Facilities at the destination.
- Marketing Strategy: Hard v/s Soft Tourism Strategy.
- Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure

Unit 3 Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing

- Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies
- Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide.
- Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)

L.S.Raheja College of Arts & Commerce

Product, Electronics Channel of Tourism • People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process. • Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting • Physical Evidence for Tourism.

Unit 4 Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry

• Global Tourism Market: Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries. • Status of tourism in developing countries. • India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign • Challenges for Indian Tourism Industry • Tourism Organizations: World Trade Organization (WTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation.

Foundation Course –IV Ethics & Governance Module 4.9

Unit 1 Introduction to Ethics and Business Ethics

• Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition
• Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India.

Unit 2 Ethics in Marketing, Finance and HRM

• Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements
• Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992
• Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership.

Unit 3 Corporate Governance

• Concept, History of Corporate Governance in India, Need for Corporate Governance • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance
• Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading.

Unit 4 Corporate Social Responsibility (CSR)

• Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • Need for CSR • CSR Principles and Strategies • Issues in CSR • Social Accounting • Tata Group's CSR Rating Framework • Sachar Committee Report on CSR • Ethical Issues in International Business Practices • Recent Guidelines in CSR • Society's Changing Expectations of Business With Respect to Globalisation • Future of CSR.

Core Courses (CC) **Business Economics- II** **Module 4.10**

Unit 1 Introduction to Macroeconomic Data and Theory

• Macroeconomics: Meaning, Scope and Importance. • Circular flow of aggregate income and expenditure: closed and open economy models • The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare. • Short run economic fluctuations : Features and Phases of Trade Cycles • The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output.

Unit 2 Money, Inflation and Monetary Policy

• Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money • Demand for Money: Classical and Keynesian approaches and Keynes' liquidity preference theory of interest • Money and prices : Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach • Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. • Monetary policy: Meaning, objectives and instruments, inflation targeting

Unit 3 Constituents of Fiscal Policy

• Role of a Government to provide Public goods- Principles of Sound and Functional Finance • Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy • Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance • Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.

Unit 4 Open Economy : Theory and Issues of International Trade

• The basis of international trade :Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types Factors determining terms of trade - Gains from trade - Free trade versus protection • Foreign Investment : Foreign Portfolio investment- Benefits of Portfolio capital flowsForeign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations • Balance of Payments: Structure - Types of Disequilibrium - Measures to correct disequilibrium in BOP. • Foreign Exchange and foreign exchange market : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility.

Core Courses (CC)
Business Research Methods
Module 4.11

Unit I Introduction to business research methods:

1. Meaning and objectives of research
2. Types of research – a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal
3. Concepts in Research: Variables, Qualitative and Quantitative Research
4. Stages in research process.
5. Characteristics of Good Research
6. Hypothesis- Meaning, Nature, Significance, Types of Hypothesis, Sources.
7. Research design – Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types- Descriptive, Exploratory and causal.
8. Sampling – a) meaning of sample and sampling, b) methods of sampling- i) Non Probability Sampling – Convenient, Judgment, Quota, Snow ball ii) Probability – Simple Random, Stratified, Cluster, Multi Stage.

Unit 2 Data collection and Processing:

1. Types of data and sources- Primary and Secondary data sources
2. Methods of collection of primary data
 - a) Observation i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets)
 - b) Experimental i) Field ii) Laboratory
 - c) Interview – i) Personal Interview ii) focused group, iii) in depth interviews -Method,
 - d) Survey – Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.
 - e) Survey instrument – i) Questionnaire designing. ii) Types of questions– a) structured/ close ended and b) unstructured/ open ended, c) Dichotomous, d) Multiple Choice Questions.
 - f) Scaling techniques- i) Likert scale, ii) Semantic Differential scale

Unit 3 Data analysis and Interpretation –

1. Processing of data – i) Editing - field and office editing, ii) coding – meaning and essentials, iii) tabulation – note
2. Analysis of data- Meaning, Purpose, types.
3. Interpretation of data- Essentials, importance and Significance of processing data
4. Multivariate analysis – concept only
5. Testing of hypothesis – concept and problems – i) chi square test, ii) Z and t-test (for large and small sample)

Unit 4 Advanced techniques in Report Writing

Compiled By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
 L.S.Raheja College of Arts & Commerce

- 1) Report writing – i) Meaning, importance, functions of reports, essential of a good report, content of report, steps in writing a report, types of reports, Footnotes and Bibliography
- 2) Ethics and research
- 3) Objectivity, Confidentiality and anonymity in Research Plagiarism

Production and Total Quality Management

Module 4.12

Unit 1 Production Management

1. Objectives, Components –Manufacturing systems: Intermittent and Continuous Production Systems.
2. Product Development, Classification and Product Design.
3. Plant location & Plant layout – Objectives, Principles of good product layout, types of layout.
4. Importance of purchase management.

Unit 2 Material and Inventory Management

1. Materials Management: Concept, Objectives and importance of materials management various types of Material Handling Systems.
2. Inventory Management: Importance –Inventory Control Techniques ABC, VED, FSN, GOLF,
3. XYZ, SOS, HML.
4. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, and Safety Stock.

Unit 3 Basics of Productivity & TQM:

1. Concepts of Productivity, modes of calculating productivity. Importance of Quality Management, factors affecting quality; TQM – concept and importance, Cost of Quality, Philosophies and Approaches to Quality: Edward Deming, J. Juran, Kaizen, P. Crosby's philosophy.
2. Product & Service Quality Dimensions, SERVQUAL
3. Characteristics of Quality, Quality Assurance, Quality Circle: Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity

Unit.4 Quality Improvement Strategies & Certifications:

Lean Thinking, Kepner Tregor Methodology of problem solving, 6 Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS 9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize.

Semester V

Elective Courses (EC) Group A: Finance Electives

Investment Analysis and Portfolio Management

Module 5.1

Unit I: Introduction to Investment Environment

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

Unit II: Risk - Return Relationship

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

Unit III Portfolio Management and Security Analysis

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

Unit IV: Theories, Capital Asset Pricing Model and Portfolio Performance Measurement

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

Elective Courses (EC) Group A: Finance Electives Commodity and Derivatives Market Module 5.2

Unit 1 Introduction to Commodities Market and Derivatives Market

Introduction to Commodities Market : • Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities

b) Introduction to Derivatives Market: • Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.

Unit 2 Futures and Hedging

a) Futures: • Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model

b) Hedging: • Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge.

Unit 3 Options and Option Pricing Models

a) Options: • Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies

b) Options Pricing Models: • Binomial Option Pricing Model, Black - Scholes Option Pricing Model.

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

a) Trading, Clearing & Settlement In Derivatives Market: • Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement

b) Types of Risk: • Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin.

Wealth Management

Module 5.3

Unit 1 Introduction

a) Introduction To Wealth Management: • Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager

b) Personal Financial Statement Analysis: • Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.

c) Economic Environment Analysis: • Interest Rate, Yield Curves, Real Return, Key Indicators- Leading, Lagging, Concurrent

Unit 2 Insurance Planning and Investment Planning

a) Insurance Planning: • Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT

b) Investment Planning: • Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies

Unit 3 Financial Mathematics/ Tax and Estate Planning

a) Financial Mathematics: • Calculation of Returns (CAGR, Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios

b) Tax and Estate Planning: • Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions

Unit 4 Retirement Planning/ Income Streams & Tax Savings Schemes

a) Retirement Planning: • Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment

b) Income Streams & Tax Savings Schemes: • Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

Elective Courses (EC)

Group A: Finance Electives

Financial Accounting

Module 5.4

Unit 1.

Preparation of Final Accounts of Companies

Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement)

Preparation of financial statements as per Companies Act (excluding cash flow statement)

AS 1 in relation to final accounts of companies (disclosure of accounting policies)

Unit 2.

Underwriting of Shares & Debentures

Introduction, Underwriting, Underwriting Commission

Provision of Companies Act with respect to Payment of underwriting commission

Underwriters, Sub-Underwriters, Brokers and Manager to Issues

Types of underwriting, Abatement Clause

Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems

Unit 3.

Accounting of Transactions of Foreign Currency

In relation to purchase and sale of goods, services, assets, loan and credit transactions.

Computation and treatment of exchange rate differences.

Unit 4.

Investment Accounting (w.r.t. Accounting Standard- 13)

For shares (variable income bearing securities)

For Debentures/Preference shares (fixed income bearing securities)

Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage).

Columnar format for investment account.

Unit 5.

Ethical Behaviour and Implications for Accountants

Introduction, Meaning of ethical behavior

Financial Reports – link between law, corporate governance, corporate social responsibility and ethics.

Need of ethical behavior in accounting profession .

Implications of ethical values for the principles versus rule based approaches to accounting standards

The principal based approach and ethics

The accounting standard setting process and ethics

The IFAC Code of Ethics for Professional Accountants

Contents of Research Report in Ethical Practices

Implications of unethical behavior for financial reports

Company Codes of Ethics

The increasing role of Whistle – Blowing

Elective Courses (EC)

Group A: Finance Electives

Risk Management

Module 5.5

Unit 1.

Introduction, Risk Measurement and Control

a) Introduction, Risk Measurement and Control

☐ Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational

☐ Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations

☐ Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control

Unit 2.

Risk Avoidance and ERM

a) Risk Hedging Instruments and Mechanism:

☐ Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation

b) Enterprise Risk Management:

☐ Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk

Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register

Unit 3.

Risk Governance and Assurance

a) Risk Governance:

☐ Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance

b) Risk Assurance:

☐ Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk

c) Risk and Stakeholders Expectations:

☐ Identifying the Range of Stakeholders and Responding to Stakeholders Expectations

Unit 4.

Risk Management in Insurance

a) Insurance Industry:

☐ Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary

b) Players of Insurance Business:

☐ Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Transfer, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification

c) Claim Management:

☐ General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

Elective Courses (EC)

Group A: Finance Electives

Direct Taxes

Module 5.6

Unit 1.

Definitions and Residential Status

Basic Terms (S. 2,3,4)

Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income Year, Person, Transfer.

Determination of Residential Status of Individual, Scope of Total Income

Unit 2.

Heads of Income – I

Salary (S.15-17)

Income from House Property (S. 22-27)

Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37

Unit 3.

Heads of Income – II

Capital Gain (S. 45, 48, 49, 50 and 54)

Income from other sources (S.56- 59)

Exclusions from Total Income (S.10)

(Exclusions related to specified heads to be covered with relevant heads)

Unit 4.

Deductions under Chapter VI A

Deductions from Total Income

S. 80C, 80CCC, 80D, 80DD, 80E, 80U,

80TTA

Unit 5.

Computation of Taxable Income of Individuals.

Computation of Total Income and Taxable Income of Individuals

Elective Courses (EC) **Group B: Marketing Electives** **Service Marketing** **Module 5.7**

Unit 1.

Introduction of Services Marketing

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

Unit 2.

Key Elements of Services Marketing Mix

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

Unit 3.

Managing Quality Aspects of Services Marketing

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

Unit 4.

Marketing of Services

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

Elective Courses (EC)

Group B: Marketing Electives

E-Commerce and Digital Marketing Module 5.8

Unit 1.

Introduction to E-commerce

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

Unit 2.

E-Business & Applications

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

Payment, Security, Privacy & Legal Issues in E-Commerce

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

Unit 4.

Digital Marketing

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

Website

Unit 3.

Elective Courses (EC)

Group B: Marketing Electives

Sales and Distribution Management

Module 5.9

Unit 1.

Introduction

a) Sales Management:

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

b) Distribution Management:

- ☐ Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.

c) Integration of Marketing, Sales and Distribution

Unit 2.

Market Analysis and Selling

a) Market Analysis:

- ☐ Market Analysis and Sales Forecasting, Methods of Sales Forecasting
- ☐ Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota
- ☐ Factors Determining Fixation of Sales Quota
- ☐ Assigning Territories to Salespeople

b) Selling:

- ☐ Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing
- ☐ Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory
- ☐ Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill
- ☐ Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy
- ☐ Difference Between Consumer Selling and Organizational Selling
- ☐ Difference Between National Selling and International Selling

Unit 3.**Distribution Channel Management**

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

Unit 4.**Performance Evaluation, Ethics and Trends****a) Evaluation & Control of Sales Performance:**

- ☐ Sales Performance – Meaning
- ☐ Methods of Supervision and Control of Sales Force
- ☐ Sales Performance Evaluation Criteria- Key Result Areas (KRAs)
- ☐ Sales Performance Review
- ☐ Sales Management Audit

b) Measuring Distribution Channel Performance:

- ☐ Evaluating Channels- Effectiveness, Efficiency and Equity
- ☐ Control of Channel – Instruments of Control – Contract or Agreement, Budgets and

Reports, Distribution Audit

c) Ethics in Sales Management

d) New Trends in Sales and Distribution Management

Elective Courses (EC)

Group B: Marketing Electives

Customer Relationship Management Module 5.10

Unit 1.

Introduction to Customer Relationship Management

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

Unit 2.

CRM Marketing Initiatives, Customer Service and Data Management

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

Unit 3.

CRM Strategy, Planning, Implementation and Evaluation

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

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)

L.S.Raheja College of Arts & Commerce

CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement

☐ CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change.

Unit 4.

CRM New Horizons

☐ e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:

☐ Software App for Customer Service:

- Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling

☐ Social Networking and CRM

☐ Mobile-CRM

☐ CRM Trends, Challenges and Opportunities

☐ Ethical Issues in CRM

Core Course (CC)

Logistics and Supply Chain Management

Module 5.11

Unit 1 Overview of Logistics and Supply Chain Management

- a) Introduction to Logistics Management • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment
- b) Introduction to Supply Chain Management • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration
- c) Customer Service: Key Element of Logistics • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers
- d) Demand Forecasting • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)

Unit 2 Elements of Logistics Mix

- a) Transportation • Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation
- b) Warehousing • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)

L.S.Raheja College of Arts & Commerce

- c) Materials Handling • Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments
- d) Packaging • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

Unit 3 Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis

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

Unit 4 Recent Trends in Logistics and Supply Chain Management

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

Ability Enhancement Courses (AEC)

Corporate Communication & Public Relations Module 5.12

Unit 1.

Foundation of Corporate Communication

a) Corporate Communication: Scope and Relevance

☐ Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario

b) Keys concept in Corporate Communication

☐ Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation

c) Ethics and Law in Corporate Communication

☐ Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
L.S.Raheja College of Arts & Commerce

Unit 2.

Understanding Public Relations

a) Fundamental of Public Relations:

☐ Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business

b) Emergence of Public Relations:

☐ Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations

c) Public Relations Environment:

☐ Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues

d) Theories used in Public Relations:

☐ Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory

Unit 3.

Functions of Corporate Communication and Public Relations

a) Media Relations:

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

b) Employee Communication:

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

c) Crisis Communication:

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

d) Financial Communication:

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

Unit 4.

Emerging Technology in Corporate Communication and Public Relations

a) Contribution of Technology to Corporate Communication

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

b) Information Technology in Corporate Communication

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

c) Corporate Blogging

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

Semester VI

Elective Courses (EC)

Group A: Finance Electives

International Finance

Module 6.1

Unit I: Fundamentals of International Finance

a) 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

b) 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.

c) 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

d) 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

Unit II: Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives

a) 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)

b) 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)

c) 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

Unit III:**World Financial Markets & Institutions & Risks****a) 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

b) 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

c) 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

d) 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

Unit IV:**Foreign Exchange Risk, Appraisal & Tax Management****a) Foreign Exchange Risk Management:**

☐ Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation

b) International Tax Environment:

☐ Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities

c) 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

Elective Courses (EC)***Group A: Finance Electives*****Innovative Financial Services****Module 6.2****Unit 1.****Introduction to Traditional Financial Services****a) Financial Services:**

☐ Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework

b) Factoring and Forfaiting:

☐ Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of

Forfeiting, Benefits and Drawbacks of Forfeiting, Practical Problems.

c) Bill Discounting:

☐ Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.

Unit 2.

Issue Management and Securitization

a) Issue Management and Intermediaries:

☐ Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issues, Brokers to an Issue

b) Stock Broking:

☐ Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading

c) 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

Unit 3. Financial Services and its Mechanism

a) 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.

b) 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

c) Venture Capital:

Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process,

Unit 4. Consumer Finance and Credit Rating

a) 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

b) 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

c) 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

Elective Courses (EC)

Group A: Finance Electives

Project Management

Module 6.3

Unit 1.

Introduction to Project Management & Project Initiation

a) 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

b) 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.

c) 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

Unit 2.

Analyzing Project Feasibility

a) 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)

b) Market Analysis:

☐ Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis

c) Technical Analysis:

☐ Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management

d) 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

Unit 3.

Budgeting, Cost & Risk Estimation in Project Management**a) 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

b) 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)

c) Cost Benefit Analysis in Projects

☐ Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions

Unit 4.

New Dimensions in Project Management**a) 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

b) 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

c) 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

Elective Courses (EC)
Group A: Finance Electives
Strategic Financial Management
Module 6.4

Unit 1 Dividend Decision and XBRL

- a) Dividend Decision: • Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy
- b) XBRL: • Introduction, Advantages and Disadvantages, Features and Users

Unit 2 Capital Budgeting and Capital Rationing

- Capital Budgeting: • Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.
- b) Capital Rationing: • Meaning, Advantages, Disadvantages, Practical Problems.

Unit 3 Shareholder Value and Corporate Governance/ Corporate Restructuring

- a) Shareholder Value and Corporate Governance: • Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India
- b) Corporate Restructuring: • Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.

Unit 4.

Financial Management in Banking Sector and Working Capital Financing

a) Financial Management in Banking Sector:

☐ An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances

b) Working Capital Financing:

☐ Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach

Elective Courses (EC)
Group A: Finance Electives
Indirect Taxes
Module 6.5

Unit 1.

Introduction to Indirect Taxation and GST

A. 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)

B. 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.

C. 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)

D. 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.

Unit 2.

Concept of Supply

A. Taxable Event Supply

B. Place of Supply

C. Time of Supply

D. Value of Supply

Unit 3.

Registration and Computation of GST

A. 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)

B. Computation of GST – Computation of GST under Inter State and Intra State Supplies.

C. 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)

Unit 4.

Filing of Returns

A. Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill

B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)

Elective Courses (EC)

Group B: Marketing Electives

Brand Management

Module 6.6

Unit 1.

Introduction to Brand Management

a) 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

Unit 2.

Planning and Implementing Brand Marketing Programs

a) 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.

Unit 3.

Measuring and Interpreting Brand Performance

a) The Brand Value Chain

b) 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

c) Young and Rubicam's Brand Asset Valuator

d) 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

Unit 4.

Growing and Sustaining Brand Equity

a) 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

b) Brand Extensions:

☐ Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity

c) Managing Brands over Time:

☐ Reinforcing Brands, Revitalising Brands

d) Building Global Customer Based Brand Equity

Elective Courses (EC)
Group B: Marketing Electives

Retail Management

Module 6.7

Unit I:

Retail Management- An overview

a) Retail Management:

☐ Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management

b) 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

c) 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

Unit II:

Retail Consumer and Retail Strategy

a) 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

b) CRM in Retail:

☐ Meaning, Objectives

☐ Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community

c) Retail Strategy:

☐ Meaning, Steps in Developing Retail Strategy, Retail Value Chain

d) Store Location Selection:

• **Meaning, Types of Retail Locations, Factors Influencing Store Location**

e) 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

Unit III:**Merchandise Management and Pricing****a) 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

b) 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

c) Concept of Lifestyle Merchandising**d) Private Label**

☐ Meaning, Need and Importance, Private Labels in India

e) 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

Unit IV:

Managing and Sustaining Retail

a) Retail Store Operations:

☐ Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)

b) 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

International Marketing Module 6.8

Unit I:

Introduction to International Marketing & Trade

a) 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

b) Introduction to International Trade:

☐ Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC

Unit II:

International Marketing Environment and Marketing Research

a) 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)

b) Marketing Research:

☐ Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research

Unit III:

International Marketing Mix

a) 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

b) 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

c) International Distribution Decisions

☐ Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel

d) 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

Unit IV:

Developments in International Marketing

Elective Courses (EC)
Group B: Marketing Electives
Media Planning and Management
Module 6.9

Unit 1.

Overview of Media and Media Planning

a) 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

b) 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

Unit 2.

Media Mix and Media Strategy

a) 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

b) 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

c) Emerging Media:

☐ Online, Mobile, Gaming, In flight, In Store, Interactive Media

d) 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.

Unit 3.

Media Budgeting, Buying & Scheduling

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
 L.S.Raheja College of Arts & Commerce

a) 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.

b) 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

c) 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

Developments in International Marketing

a) 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)

b) Benchmarking Metrics:

☐ Share, Profile, and Selectivity Index

c) Plan Metrics:

☐ Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).

d) 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

Core Course (CC)

Operations Research Module 6.10

Unit I: Introduction to OR and Linear Programming

a) Introduction To Operations Research

☐ Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.

b) 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)

c) 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.

d) 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.

Unit II: Transportation & Assignment Models

a) 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:

1. Travelling Salesman Assignment Problem is not included.

b) 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:
 - a. North West Corner Rule (NWCR)
 - b. Least Cost Method (LCM)
 - c. 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.

Unit III: Network Analysis**a) 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

b) 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

c) Program Evaluation and Review Technique (PERT)

- ☐ Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b).
- ☐ Expected Time (te) of an Activity Using Three Time Estimates.
- ☐ Difference between CPM and PERT.
- ☐ Numerical Consisting of Maximum Ten (10) Activities.
- ☐ Construction of PERT Network using te 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

Unit IV:

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
L.S.Raheja College of Arts & Commerce

Job Sequencing and Theory of Games

a) 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.

b) 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.



8.1**FEE STRUCTURE (in `)***

CLASS	First Year	First Year	Second Year	Second Year	Third Year	Third Year
Semester:	Sem. I	Sem. II	Sem. III	Sem. IV	Sem. V	Sem. VI
Tuition Fees	5000	5000	5000	5000	5000	5000
Lib. Fees	300		300		300	
Gym. Fees	400		400		400	
Other Fees / Extra Curricular Activity.	250		250		250	
Magazine Fees	100		100		100	
ID Card & Library Fee	50		50		50	
Group Insurance Fees***	36		36		36	
Students' Welfare Fund	50		50		50	
Utility Fees	250		250		250	
Development Fees	500		500		500	
Disaster Relief Fund	10		10		10	
University ã, Sports & Cultural Activity	30		30		30	
E-Charges	20		20		20	
Enrolment fee	220		0		0	
Computer Practical	1000		0		0	
Laboratory Fee	1000		0		0	
Examination Fees	660	660	660	660	0	0
Industrial Visit Fees	500		500		500	
Vice Chancellors Fund	20		20		20	
E-Suvidha	50		50		50	
Admission Processing Fees	200		200		200	
Alumni Association Fees	25		25		25	
N.S.S.	10		10		10	
Project Fee	0		0		500	
University Examination Fees	0		0		660	660
Convocation Fee	0		0		250	
Refundable						
Lib Deposit	250		0		0	
Lab Deposit	400		0		0	
Caution Money Deposit	150		0		0	
TOTAL	11481	5660	8461	5660	9211	5660

*Revised Fee Structure for the Academic Year 2008 - 2009 onwards as per the University Circular No CONCOL/FEE/292 of 2008 dtd. 07.07.2008 and Krida Samiti/18 of August 6, 2014.

Document Verification Fee: Additional fees of ` 400/- to be paid by the students those who have not passed the HSC examinations from Maharashtra State Board of Secondary and Higher Secondary Education.

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L.S.Raheja College of Arts & Commerce

CATEGORY	RESERVED CATEGORY (in `)		
CLASS	Sem I &Sem II	Sem III &Sem IV	Sem V &Sem VI
Tuition Fees	0	0	0
Lib. Fees			
Gym. Fees	0	0	0
Other Fees / Extra Curricular Activity	0	0	0
Magazine Fees	0	0	0
ID Card & Library Fee	50	50	50
Group Insurance Fees	36	36	36
Student Welfare Fund	50	50	50
Utility Fees	0	0	0
Development Fees	0	0	0
Disaster Relief Fund	10	10	10
University Sports & Cultural Activity	0	0	0
E-Charges	0	0	0
Enrolment fee	0	0	0
Computer Practical			
Laboratory Fee			
Examination Fees Semester	0	0	0
Industrial Visit Fees			
Vice Chancellors Fund	20	20	20
E-Suvidha	50	50	50
Admission Processing Fees	200	200	200
Alumni Association Fees	25	25	25
N.S.S.	10	10	10
Project Fees			
University Examination Fees	0	0	0
Convocation Fee			250
Lib Deposit - Refundable	0	0	0
Lab Deposit – Refundable	0	0	0
Caution Money Deposit – Refundable	0	0	0
Total SEMESTER	451	451	701

***` 36/- on ` 1, 00,000/- Policy towards YUVA RAKSHA GROUP INSURANCE SCHEME BY ORIENTAL INSURANCE COMPANY.

The Policy will cover the following:

Complied By: Ms.Suvarna Raikar (Course Co-ordinator) Ms. Heta Parekh & Ms. Neha Nikam (Asst Prof)
L.S.Raheja College of Arts & Commerce

- Road / Railway Accident
- Injury during sports
- Natural Calamity such as riots / earthquakes etc.
- Any other accident

The student will be eligible the following as compensation as per the rules and on satisfactory submission of the documents:

- In case of permanent disability: up to `1,00,000/-
- Hospitalization - as per bills subject to maximum of ` 1,00,000/-
- In case of the unfortunate death of the student, parents will get compensation up to ` 1,00,000/-
- In other cases, as per rules.

Parents and students are requested to note that the application to the Insurance Company for claiming the compensation will have to be forwarded through the Principal of the college with complete documents and within the time frame prescribed.

Document Verification Fees: Additional fees of ` 400/- to be paid by the students those who have not passed the HSC examinations from Maharashtra State Board of Secondary and Higher Secondary Education.

9.1 REFUND OF FEES

Refund of fees can be claimed as per Mumbai University's Circular No. UG / 412 of 2008

0.2859: Refund of Tuition, Development and all other fees after cancellation of admissions:

The candidates who have taken admission in under graduate programmes in Govt. colleges, in Govt. aided and unaided programmes conducted by affiliated colleges, and recognized Institutions may request for refund of fees after applying in writing for cancellation of their admission to the programme. The refund of fees as applicable shall be made on or before the 30th day after the date of cancellation and thereafter. The percentage of fees for the programme shall be refunded to the candidate after deducting charges as follows:

Table – 1: Fees Deduction on cancellation of admission

Period and Percentage of Deduction charges

	(i)	(ii)	(iii)	(iv)	(v)	(vi)
	Prior to Commencement of academic term and instruction of the programme	Up to 20 days after commencement of the academic term of the programme	From 21st day up to 50 days After Commencement of the academic term of the Programme	From 51st day up to 80 days after the commencement of academic term of the programme or August 31st whichever is earlier	From September 1st to September 30th	After September 30 th
Deduction	₹ 500/- Lump Sum	20% of the total amount of fees.	30% of the total amount of fees.	50% of the total amount of fees.	60% of the total amount of fees.	100% of the total amount of fees.

Note:

- i. The total amount considered for the refund of fees from the commencement of academic term of the programmes including the following:
- ii. The fee charged towards group insurance and all fee components to be paid as University share (including Vice-Chancellor fund, University fee for sports and cultural activities, E-charge, disaster management fund, exam. Fee and Enrollment fee) are non-refundable if payment is made by the college prior to the date of cancellation.
- iii. Fee collected for identity card and Library card, admission form and prospectus, enrollment and any other programme specific fee are not refundable after the commencement of the academic term.
- iv. All refundable deposits (Laboratory, Caution Money and Library etc.) shall be fully returned at the time of cancellation.

Provided that wherever admissions are made through centralized admission process for professional and / or for any other programmes by other competent Authorities, the Refund Rules are applicable if specified by such authorities (as per the rules of relevant agencies) for the 1st year admission. In case of admission to subsequent years of the programme, 0.2859 is applicable for cancellation of admission.

Provided further that this refund rule is concurrent with the rules and guidelines of other professional statutory bodies appointed for admission for relevant programmes.

Further that 0.2859-A & 0.2859-B have been repealed and the amended 0.2859 relating to the refund of Tuition Fees, Development and all other fees after cancellation of admission for the Under Graduate Programmes has been brought into force with effect from the academic year 2008-2009.

10.1 R:8433: The definitions of the key terms used in the Choice Based Credit System introduced from the academic year 2011-12 are as under:

Programme:

A **Program** is a set of programmes that are linked together in an academically meaningful way and generally ends with the award of a Certificate or Diploma or Degree depending on the level of knowledge attained and the total duration of study. (for ex **B.A., B.Sc. and B.Com. are Programs.**)

Programme

A '**programme**' corresponds to the word 'course' used in many universities. A programme is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a programme must necessarily have academic coherence, that is, there must be a common thread linking the various components of a programme. A number of linked programmes considered together are in practice, a 'program'.

Credit Point:

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures / counseling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single programme always pay attention to how many hours it would take for a learner to complete a single programme successfully. A single programme should have, by and large a programme may be assigned anywhere between 2 to 8 credit points wherein 1 credit is construed as corresponding to approximately 30 to 40 learning hours.

Credit completion and Credit accumulation:

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single programme. Thus, a learner who successfully completes a 4 CP (Credit Point) programme may be considered to have collected or acquired 4 credits. His level of performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on

adding more and more credits as he completes successfully more and more programmes. Thus the learner 'accumulates' programme wise credits.

Credit Bank:

The process of accumulating Credits over a period of time, leads to the idea of a 'Credit Bank'. Conceptually, a Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the programme/s for which Credit has been given, the programme-level, nature, etc. In addition, all the information regarding the number of Credits transferred to different programs or credit exemptions given may also be stored with the individual's history. In short, this would involve maintaining all the Credit-related transactions of an individual. Credit Banking, when practiced would go a long way in facilitating credit transfers and learner mobility.

O. 5974

Duration of the B.A., B.Com. and B.Sc. programme will be of 3 years in the Semester pattern i.e. from Sem. I to Sem. VI. Bachelor of Commerce (Accounting & Finance) will be a THREE (03) year Program comprising SIX (06) Semesters i.e. each year will be divided into 2 semesters.

The degree will be awarded to a learner who successfully completes 120 credits of the programme in period of 3 to 6 years from the year of enrollment to Semester I.

If a learner does not earn 120 credits in 12 semesters from the year of enrolment to semester I, he/she may at his/her option transfer his/her performance in the existing/new program after establishing equivalence between old and new syllabus. Such a performance transfer will be decided by the Board of Studies / Ad-hoc Board / Ad hoc Committee of the concerned course. The admission to the program will be governed by the existing rules.

11.1

SCHEME OF EXAMINATION

The University of Mumbai has introduced the **Choice Based Semester and Grading System** from the academic year 2011-2012 for all the programs offered by the Faculty of Commerce, Faculty of Arts and Faculty of Science for all their Undergraduate Programs including the unaided or self-financing programs. The **Scheme of Examination** is as explained in brief and further details can be obtained from the Chairperson Examination Department or the Vice Principals. You may also refer to the University Circular no. UG/144 of 2011 dated June 14, 2011 and subsequent circulars for getting more information about the scheme of examination as applicable.

SCHEME OF EXAMINATION: As Applicable Today to All the Undergraduate Courses Under Faculty of Commerce.

Students / Learners of the BAF program are required to offer 40 courses each of 3 credits over the six semesters. Each course will be evaluated for 100 marks. The performance of the learner shall be evaluated in two components: Internal Assessment of 25 marks by way of continuous evaluation and Semester End Examination of 75 marks by conducting the theory examination.

INTERNAL ASSESSMENT: - Internal Assessment is defined as the assessment of the learners on the basis of continuous evaluation as envisaged in the credit based system by way of participation of learners in various academic and its correlated activities in the given semester of the programme.

A) Internal Assessment – 25 marks

25 Marks

Sr. No.	Particulars	Marks
1	ONE periodical class test to be conducted in the given semester	20 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities.	05 Marks

SEMESTER END EXAMINATION: - It is defined as the examination of the learners on the basis of performance in the semester end theory / written examinations.

B) Semester End Examinations – 75%

75 Marks

- I. **Duration** – These examinations shall be of **2½ Hours** duration.
- II. **Question Programme Pattern:** -
 - 1) There shall be five questions each of 15 marks.
 - 2) All questions shall be compulsory with internal choice within the questions.
 - 3) Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

The Pattern of the Question Paper may change as per the instructions from the approved bodies of the University.

12.1 ASSESSMENT OF SEMESTER I TO SEMESTER IV:

The assessment of **Part 'A' i.e. Internal Assessment and Part 'B' i.e. Semester End Examination** for Semesters I to IV shall be processed by the Colleges / Institutions of their learner on behalf of the University of Mumbai. The Institution / College will set the question papers, conduct the examinations, assess the answer books and declare the result of the learner. The College / Institution will issue the grade cards to the learner after the conversion of marks into grade as per the procedure mentioned in the manual. The format of the grade card will be as prescribed by the University so as to maintain the uniformity across the all colleges for the examinations conducted by the colleges on behalf of the University.

13.1 ASSESSMENT OF SEMESTER V and SEMESTER VI:

The assessment of **Part 'A' i.e. Internal Assessment** for **Semesters V & VI** shall be **processed/conducted by the Colleges / Institutions** of their learners admitted to the programme while the University of Mumbai shall conduct the assessment of **Part 'B' i.e. Semester End Examination** for Semesters V & VI. The Internal Assessment marks of learners appearing for Semesters V & VI shall be submitted to the University by the respective colleges/ Institutions before the commencement of respective Semester End Examinations. The Semester End Examinations for Semesters V & VI shall be conducted by the University and the results shall be declared after processing the internal assessment and the marks awarded to the learners. The grade card shall be issued by the University after converting the marks into grades. The overall performance of the learner will be taken into account before declaring the result of the learner by the University i.e. overall result / performance of the learner will be based on the performance of the learner at Semester I, Semester II, Semester III, Semester IV, Semester V and Semester VI Examinations.

14.1 THE MARKS OF THE INTERNAL ASSESSMENT SHOULD NOT BE DISCLOSED TO THE STUDENTS TILL THE RESULTS OF THE CORRESPONDING SEMESTER IS DECLARED.

14.1 R.8436 PASSING STANDARD AND PERFORMANCE GRADING:

PASSING STANDARD

The learners to pass a programme shall have to obtain a minimum of 40% marks in aggregate for each programme where the programme consists of Internal Assessment & Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the programme and minimum of Grade E in the project component, wherever applicable to pass a particular semester. A learner will be said to have passed the programme if the learner passes the Internal Assessment & Semester End Examination together.

15.1 PERFROMANCE GRADING:

The PERFORMANCE GRADING of the learners shall be on the SEVEN-point ranking system as under:

Grade	Marks	Grade Points
O	70 & above	7
A	60 to 69.99	6
B	55 to 59.99	5
C	50 to 54.99	4
D	45 to 49.99	3

E	40 to 44.99	2
F (Fail)	39.99 & below	1

The performance grading shall be based on the aggregate performance of Internal Assessment and Semester End Examination.

R: 8437 CARRY FORWARDS OF MARKS IN CASE OF A LEARNER WHO FAILS IN THE INTERNAL ASSESSMENT AND/OR SEMESTER END ASSESSMENT IN ONE OR MORE COURSES:

- 1) A learner who PASSES in the Internal Examination but FAILS in the Semester End Examination of the programme shall reappear for the Semester End Examination of that programme. However, his/her marks of the Internal Examinations shall be carried over and he/she shall be entitled for grade obtained by him/her on passing.
- 2) A learner who PASSES in the Semester End Examination but FAILS in the Internal Assessment of the programme shall reappear for the Internal Examination of that programme. However, his/her marks of the Semester End Examination shall be carried over and he/she shall be entitled for grade obtained by him/her on passing.

16.1 EXAMINATION PATTERN OF THE SEMESTER END ADDITIONAL EXAMINATION & ATKT EXAMINATION

16.1

In case of a learner who is reappearing for the Internal Examination, the examination will consist of one project of **25** marks which will be divided into **15** marks for the documentation of the project, **05** marks for the presentation and **05** marks for the viva and the interaction.

17.1 R.8438 ALLOWED TO KEEP TERMS (ATKT): (as per circular no. UG/02 of 2012-2013 dated April 3, 2012, UG/52 of 2013-2014 dated August 26, 2013)

- a. A learner shall be allowed to keep term for Semester II irrespective of number of programmes of failure in the Semester I.
- b. A learner shall be allowed to keep term for Semester III if he/she passes each of Semester I and Semester II

OR

A learner fails in not more than FOUR programmes of Semester I and Semester II taken together with not more than TWO programmes at each of Semester I & Semester II.

- c. A learner shall be allowed to keep term for Semester IV irrespective of number of programmes of failure in Semester III.
- d. Eligibility criteria for a learner, to be admitted in Semester V (Third year) of UG programs (aided and non-aided) in Faculties of Arts and Commerce is amended as follows,
 - i. Shall have passed Semester I, II, III and IV in full

OR

- ii. Shall have passed Semester I and II in full and secured ATKT in the Second year by failing in not more than Two Programmes in each of Semester III and Semester IV

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L.S.Raheja College of Arts & Commerce

OR

- iii. Shall have Secured ATKT in First Year by failing in not more than Two Programmes in each of Semester I and Semester II and have passed Semester III and Semester IV in full
- e. A learner shall be allowed to keep terms for Semester VI irrespective of grades obtained in each programme of Semester V. The result of Semester VI shall be kept in abeyance until the learner passes each of Semester I, Semester II, Semester III, Semester IV and Semester V in full.

18.1 ADDITIONAL EXAMINATION FOR SEMESTER I, II, III and IV. (vide circular no UG/61 Of 2015 dated 20/8/2015)

The additional examination for semester I, II, III & IV be conducted only for those who have remained absent on the ground in consistence with R 8917. A learner can who fails in some or all the courses can appear for A.T.K.T. Examination which will be conducted only in the month of October & April of every year for all semester i.e. Semester I, II, III & IV.

19.1 R. 8917 ELIGIBILITY NORMS TO APPEAR FOR THE ADDITIONAL SEMESTER END EXAMINATIONS

A learner who does not appear in some or all the courses on medical grounds or for representing the College/University in Sports, Cultural Activities. Activities of NSS/NCC or Sports Training Camps conducted by recognized bodies/competent authorities or for any other reason which is considered valid under exceptional circumstances and to the satisfaction of the Principal or the Head of the institution is eligible to appear for Additional Examination.

It is not the right of the learner, who has failed or has remained absent, to appear for the additional examination without fulfilling the norms prescribed by the Head of the Institution / Department / Principal of the College and same has been brought into force with effect from the academic year 2015-16.

20.1 EXAMINATION PATTERN OF THE SEMESTER END ADDITIONAL EXAMINATION & ATKT EXAMINATION

The Additional Semester End Examination shall be of two and half hours duration and of 75 marks per course. The learner shall appear for the semester END examination of the course for which he/she was absent for the reason as stated above. Learner who is punished under O.5059 shall not be eligible to appear for this Additional Examination.

21.1 R.8441: Programme wise, Semester wise Credit allocation:

Faculty	Sem I	Sem II	Sem III	Sem IV	Sem V	Sem VI	Total Credits
Arts for BA Program only.	15	15	22	22	22	24	120
Science (for all programmes)	20	20	20	20	20	20	120
Bachelor of Commerce (B.Com.)	20	20	17	17	23	23	120
Bachelor of Management Studies (BMS)	21	21	18	18	21	21	120
Bachelor of Commerce (Accounting & Finance) (BAF)	21	21	21	21	18	18	120
Bachelor of Commerce (Banking & Insurance) (BBI)	18	18	21	21	21	21	120
Bachelor of Commerce (Financial Markets) (BFM)	18	18	21	21	21	21	120

22.1 R. 8447 Verification and Revaluation: Norms, Rules, Regulations and procedure for Verification and Revaluation shall be as per the existing ordinances and regulation & VCD of the University. (vide Circular No. Exam. /Photo & Rev./Univ./VCD/ 4637 of 2010)

PHOTOCOPY, VERIFICATION & REVALUATION OF THE ASSESSED ANSWER BOOK/S:

The University of Mumbai by the directives by Hon. Vice Chancellor vide the VCD no. **Exam/Photo & Rev./College/VCD/4636 of 2010 dated 5th April 2010** has provided the facility of Verification, Revaluation and for obtaining the Xerox copy of the assessed answer books. Please note that Applying for Photocopy of the answer book/s and Applying for Revaluation will be two independent processes and separate application will have to be made by the candidate for obtaining the Photocopy of the answer book/s and for revaluation of the answer book/s. However, applying for photocopy of the answer book /s or having photocopy of the answer book/s shall not be a pre-requisite for applying for revaluation of the answer book on the said course. The student can apply independently for revaluation or photocopy or both simultaneously.

23.1 Procedure for obtaining the Photocopy of the Assessed Answer book/s.

1. This facility, thus provided, shall be for **THEORY PAPERS ONLY** of all the examinations conducted by the college / institution on behalf of the University in the current session.
2. Under these rules applying for the Photocopy/ies of answer-books shall not be permitted in respect of the scripts of practical examination / term-work / sessional work / project work /

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L.S.Raheja College of Arts & Commerce

dissertation / internal assessment / term work (including theory part) and in Viva voce /oral / practical examinations.

3. The Photocopy/ies shall be sought by submitting an application in the prescribed form **(available with college)** along with the non-refundable fee `100/- per answer book by the examinee ***within seven (7) working days*** from the date of the ***declaration of result of the examination or issue of the statement of marks by the college / institution, whichever is later***. The examinee/s belonging to reserved categories shall be granted 50% concession in fee.
4. Incomplete application form shall be rejected without assigning any reason whatsoever and the fees paid along with the application form shall neither be refunded nor will any representation be entertained.
5. No application after the due date will be entertained on any ground whatsoever.
6. The College/Institution/Department shall endeavor to supply Photocopy/ies of answer books as far as possible within fifteen (15) working days from the date of receipt of application for photocopy/ies of the answer book/s.
7. The Photocopy/ies shall be handed over to the applicant examinee in person only and under no circumstances to any other person.
8. On receipt of Photocopy/ies the applicant examinee shall be the sole custodian of it and under any circumstances the examinee shall not part with the custody/possession of the same and also shall not use the same for any other purpose/s.
9. If the examinee is found guilty of indulging in any unfair act/attempt he/she shall be liable to be tried before the Unfair Means Inquiry Committee of the college and the decision taken by the authorities based on the recommendation of the said committee shall be final.

PROCEDURE FOR VERIFICATION AND/OR REVALUATION OF THE ASSESSED ANSWER BOOK/S in case of discrepancy in the Assessed Answer book

On receipt of the photocopy if the discrepancy of following nature (listed below) is noticed by the examinee, he/ she should apply to the Principal in the prescribed form along with the said **photocopy and copy of the question paper within three (03) working days from the date of publication of the notice by the Principal** of the respective college as per the provisions hereinabove.

- i) Mistake in totaling
- ii) Non assessment of a question / sub-question

if required after due verification, the Principal of respective college shall make necessary rectification in the marks allotted to the said course and consequently in the result of the candidate without charging any further fee for necessary rectification.

On rectification of the result as per the provisions above, the candidate can apply for revaluation within seven (7) working days from the date of receipt of the rectified result, if he/she was not eligible to apply for revaluation of the said answer book under Rule 29 herein below mentioned

and only by such rectification becomes eligible for revaluation in the said course, course to other limitations contained herein.

The examinee is free to apply for Photocopy/ies of answer books of as many courses as he / she so desires.

REVALUATION OF THE ANSWER BOOK/S: RULES AND PROCEDURE:

- This revaluation facility shall be for theory papers only of all the examinations conducted by the college on behalf of the University for the respective current session.
- A candidate can apply for the revaluation of the answer book of the course only if he/she has secured at least 20% of the total marks in that course or 40% of the marks required for passing in the said course, whichever is less or the grade equivalent to the above criteria where grades are assigned to the theory papers.
- The non-refundable prescribed a fee of ` 500/- per course per answer book for the purpose of revaluation shall be paid by the examinee within seven (07) working days from the date of the declaration of the result of the respective examination or from the date on which the college issued the statement of marks, whichever is later. The examinees from the reserved categories shall be given fifty per cent (50%) concession, provided a certified copy of the caste certificate is enclosed.
- The revised marks obtained by a candidate after revaluation, as accepted by the Principal of the respective college shall be taken into account for the purpose of amendment of his results only and the said result shall be communicated to the student/s by the Principal of the respective college.
- The whole process of revaluation shall be completed as far as possible within a period of thirty (30) days from the date of receipt of the application for revaluation by the college / institution.

THE PHOTO COPY/COPIES OF THE REVALUATED ANSWER-BOOK/S SHALL NOT BE PROVIDED TO THE EXAMINEES

CAN THE STUDENT BE ADMITTED TO THE NEXT HIGHER CLASS PENDING THE RESULT OF VERIFICATION / REVALUATION?

1. Pending the process of revaluation, and course to the availability of the seats in the college, the student may be admitted to the next higher class to which he could have been admitted if he/she had passed in the said examination or had been granted A.T.K.T. for admission to the next class in the original examination as per the rules applicable for the stream and

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faculty of his education, as per the following norms:

2. The student may be admitted to the next higher class to which he could have been admitted if he/she had passed in the said examination or had been granted A.T.K.T. for admission to the next class in the original examination as per the rules applicable for the stream and faculty if he/she had originally obtained required passing marks in the papers in which he/she had applied for revaluation,
3. The college shall be entitled to charge a fee of `500/- at the time of granting admission to such students to the next class before declaration of the result of the revaluation,
4. Such admission shall be provisional; and automatically stands cancelled on receipt of the result of revaluation process, if the student is not declared passed in the requisite number of the courses on revaluation which would entitle him/her to take admission in the next higher class, and in such case the fees originally collected by the college or any part of the same shall not be refunded,
5. In case if the student is declared to have passed in the requisite number of the courses on revaluation which would entitle him/her to take admission in the next higher class as per the Ordinances / regulations, the provisional admission will be regularized.
6. In case of the reserved category students or other students who are entitled to get fee concession, on appropriating the amount equal to the amount of fees which the college can collect from the student and the balance amount shall be refunded to the student at the time of confirmation and continuation of his/her admission.
7. In case of other students, the said amount shall be deducted from the total fees which the college or the institution is entitled to collect from the student as per the rules applicable.
8. Pending the declaration of the result of the revaluation, the students who have taken admission to next higher class, as mentioned above, shall be allowed to appear at the examination to the next class and their results of the next examinations shall be declared only on their passing in the requisite number of the courses on revaluation which would entitle them to take admission in the next class; and in case the students does not succeed in passing in such requisite number of courses, their admission to the examinations of the next class, their performance and results of the same shall be treated as null and void.

The details of the procedure can be obtained from the examination department of the college.

24.1 **ISSUANCE OF DUPLICATE MARKSHEET**

In the event if any student loses or misplaces his / her mark-sheet can apply for a duplicate mark-sheet in the prescribed form along with the prescribed fees (as applicable) to the college office.

25.1 **IMPROVEMENT OF GRADE AND CGPA**

(University circular KA/UG/2015-16 dated 19th December, 2015.)

In order to improve Grade in CBSGS, a learner may reappear in ANY OF THE TWO SEMESTERS of Undergraduate and Post graduate programme concern.

26.1 Resorting to Use of Unfair Means by the students during the Examination

UNFAIR MEANS INQUIRY COMMITTEE

Students resorting to the use of unfair means during the examinations conducted by the College or conducted by the college on behalf of the University or by the University itself are requested to note that the course of action and the procedure to be followed by the college / university i.e. the examination conducting authority will be governed by circular no. UG / 139 OF 2001 DATED 23RD APRIL 2001 of University of Mumbai. The minimum punishment recommended by the University (vide circular no. UG / 139 OF 2001 DATED 23RD APRIL 2001) is "Annulment of the performance of the Student at the University / College / Institution Examination in full."

The above recommended punishment is for the learner / student / candidate found in possession of the copying material. If it is established that he/she has actually copied from the material, the recommendation is "Exclusion of the student from the University or College or Institution Examination for one additional examination".

Given below is the extract from the University circular no. UG / 139 OF 2001 DATED 23RD APRIL 2001) specifying the broad Categories of Unfair Resorted to by Students at the University/ College/ Institution Examinations and the Quantum of Punishment for each Category thereof.

Sr. No.	Quantum of Punishment
(1) Possession of copying material	Annulment of the performance of the student at the University/ College/ Institution examination in full. (Note: - This quantum of punishment shall apply also to the following categories of malpractices at Sr. No. (2) to Sr. No. (12) in addition to the punishment prescribed thereat.
(2) Actual copying from the copying material	Exclusion of the student from University or College or Institution examination for one additional examination.
(3) Possession of another student's answer book	Exclusion of the student from University or College or Institution examination for one additional examination. (BOTH THE STUDENTS)
(4) Possession of another student's answer book + Actual evidence of copying there from.	Exclusion of the student from University or College or Institution examination for two additional examinations. (BOTH THE STUDENTS)

(5) Mutual / Mass copying	Exclusion of the student from University or College or Institution examination for two additional examinations.
(6) <ul style="list-style-type: none"> i. Smuggling-out or smuggling-in of answer book as copying material. ii. Smuggling-in of written answer-book based on the question paper set at the examination. iii. Smuggling-in of written answer book and forging signature of the Jr. Supervisor thereon. 	<ul style="list-style-type: none"> i. Exclusion of the student from University or College or Institution examination for two additional examinations. ii. Exclusion of the student from University or College or Institution examination for two additional examinations. iii. Exclusion of the student from University or College or Institution examination for two additional examinations.
(7) Attempt to forge the signature of the Jr. Supervisor on the answer book or supplement.	Exclusion of the student from University or College or Institution examination for two additional examinations.
(8) Interfering with or counterfeiting of University / College / Institution seal, or answer books or office stationary used in the examinations.	Exclusion of the student from University or College or Institution examination for two additional examinations.
(9) Answer book, main or supplement written outside the examination hall or any other insertion in answer book.	Exclusion of the student from University or College or Institution examination for two additional examinations.
(10) Insertion of currency notes/to bribe or attempting to bribe any of the person/s connected with the conduct of examinations.	Exclusion of the student from University or College or Institution examination for two additional examinations.
(11) Using obscene language / violence threat at the examination center by a student at the University / College / Institution examination to Jr. /Sr. Supervisors / Chief Conductor or Examiners.	Exclusion of the student from University or College or Institution examination for two additional examinations.

<p>(12) (a) Impersonation at the University/ College/ Institution examination.</p> <p>(b) Impersonation at the University/ College/ Institute student at S.S.C./H.S.C. any other examinations.</p>	<p>Exclusion of the student from University or College or Institution examination for two additional examinations.</p> <p>Exclusion of the impersonator from University or College or Institution examination for five additional examinations.</p>
<p>(13) Revealing Identity in any form in the answer book by the student at the University or College or Institution examination.</p>	<p>Annulment of the performance of the Student at the University or College or Institution examination in full.</p>
<p>(14) Found having written on palms or on the body, or on the clothes while in the examination.</p>	<p>Annulment of the performance of the student at the University or College or Institution examination in full.</p>
<p>(15) All other malpractices not covered in the aforesaid categories.</p>	<p>Annulment of the performance of the student at the University or College or Institution examination in full, and severe punishment depending upon the gravity of the offence.</p>
<p>(16) If on previous occasion a disciplinary action was taken against a student for malpractice used at examination and he/she is caught again for malpractices used at the examinations, in this event he/she shall be dealt with severely. Enhanced punishment can be imposed on such students. This enhanced punishment may extend to double the punishment provided for the offence, when committed at the second or subsequent examination.</p>	
<p>(17) Practical /Dissertation/Project report Examination. Student involved in malpractices at Practical / Dissertation/ Project report examinations shall be dealt with as per the punishment provided for the theory examination.</p>	
<p>(18) The Competent Authority, in addition to the above mentioned punishments may impose a fine on the student declared guilty.</p>	

(Note: The term "Annulment of Performance in full" includes performance of the student at the theory as well as Annual Practical examination, but does not include performance at term work, project work with its term work, oral or practical and dissertation examinations unless malpractice used threat).

Note: Exact details of the above can be obtained from the University website.

27.1 RULES & REGULATIONS RELATED TO ATTENDANCE AS PER ORDINANCE 6086 OF UNIVERSITY OF MUMBAI:

Given below in brief are the rules, regulations about the requirement of attendance and the procedure to be followed by the college and/or the student who is detained. Detail circular available on University website.

Ordinance 6086 relating to the attendance for learners

- 1) There shall be the Attendance Committee, for smooth conduct of this ordinance, in every college/institute/Department of the University comprising of at least three members (to be nominated from other departments in case of the University Department having less than 3 teachers), the Vice-Principal/ Senior Teacher (Convener) and at least two more teachers ensuring representation of the concerned faculties, nominated by the Principal/Director/Head.
- 2) Every bonafide learner shall ordinarily be allowed to keep terms for the given semester in a program of his/her enrolment, only if he/she fulfils at least seventy five percent (75%) of the attendance taken as an average of the total number of lectures practical's, tutorials together etc. wherein short and/or long excursions/field visits/study tours organized by the college and supervised by the teachers as envisaged in the syllabus shall be credited to his attendance for the total no of periods which are otherwise delivered on the material day/s Further it mandatory for every learner to have min 50% attendance for each course & overall attendance has to be 75%.
- 3) The same ratio shall be applied for computing the attendance of the learners by crediting the number of periods which are missed while participating in an extracurricular/co-curricular activity/competition/camp/workshop/convention/symposium/seminar etc. where the said learner is officially representing the college/ University/ District/ State/ Country with the permission of the Principal/ Director/ Head of the College/ Institute/ University Department or by the direction of the University Officer as the case may be wherein for the purpose of computing the average attendance the periods missed for what is envisaged here-in above, at Sr. No 2, shall be deemed to have been attended by the said learner.
- 4) Without prejudice to what is stated here-in-above, the Principal/Director/Head of the concerned College/Institute/Department of the University shall be the competent authority to condone the absence of any learner further up to additional 25%, if deemed fit and on recommendation of the attendance committee of the said college/ Institute/Department of the University, wherein it is mandatory on the said committee to do natural justice by giving personal hearing to every learner falling short of minimum attendance for keeping terms and recommending case by case to the competent authority having verified the genuineness and gravity of the problem that justifies the learner to remain absent, which generally shall be limited to his own sickness, sickness of his parent, death of his parent etc. supported by valid evidence, documentary or otherwise.
- 5) The attendance committee will ensure that the attendance records are maintained in order and that the warning letters are issued to the defaulting learners at least twice in every semester & that in the first week of every month for the previous month defaulters list it displayed on college notice board. If the students are falling short of attendance while also displaying the list of defaulters declaring their respective attendance for the month. The defaulting learners should also be called (along with parent/guardian wherever necessary) to meet the Convener, attendance committee in the middle of the semester with a view to make the consequences adequately clear while understanding the difficulties if

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L.S.Raheja College of Arts & Commerce

any and encouraging the learner to comply with the requirement of the attendance. Needless to say that the learners should be made aware of the provision of the ordinances for attendance at the time of admission and an undertaking may be obtained from them (countersigned by the parent/guardian wherever necessary) assuring regular attendance while understanding the consequences of defaulting.

- 6) At the end of the semester on recommendation of the attendance committee the Principal/Director/Head of the college/Institute/ University Department shall display list of the learners who are not allowed to keep terms, allowing them to appeal to the Principal/Director/Head of the College/Institute/Department of the University within 3 days from the date of display of the notice. After disposing the appeals, the Principal/Director/Head shall intimate the same to the In-charge of Examinations/the Controller of examinations to withdraw the examination forms of such defaulting learner under intimation to those learners ensuring that this communication reaches the concerned at least 10 working days before the commencement of the respective examinations.
- 7) The learners whose terms are not granted by the college/institute/department of the University can appeal to the controller of examinations, if desired, in a prescribed form and by paying fee prescribed by the Management Council within 3 days from the receipt of the intimation and that the controller of examinations shall arrange a hearing of the learners along with their concerned Principals/Director/Heads of the Department, represented in person or through a teacher nominated by them before the committee (one each for every faculty) nominated by the Management Council comprising of 3 members including the convener. The respective committees shall convey their decisions to the controller of examinations which shall be final and binding on the learners once accepted and communicated by the controller of examinations.

(The existing Ordinances 0.119, 0.120 & 0.125 are repealed)
