

Mahatma Education Society's
Pillai College of Arts, Commerce & Science (Autonomous)
Affiliated to University of Mumbai

'NAAC Accredited 'A' grade (3 cycles)'
'Best College Award' by University of Mumbai
ISO 9001:2015 Certified



SYLLABUS

Program: Bachelor of Management Studies(B.M.S)

T.Y. Bachelor of Management Studies(B.M.S)

PCACS/BMS/SYL/2024-25/TY

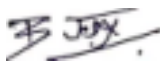








**As per National Education Policy
Choice Based Credit & Grading System**

Academic Year 2024-25



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Sr. No.	Name of the members	Designation	Signature
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13	Dr. Vijayalakshmi Kannan Mulund College, Mulund	Vice Chancellor Nominee, University of Mumbai	
14	Mr. Sagar Chandni, Head of Business Partnerships and Community Experience Center for Incubation and Business Acceleration (CIBA)	Industry Representative (Industry/Corporate/Allied Sector)	
15	Mr. Archit Kumar Baisoya	Post Graduate Meritorious Alumnus	
16	Dr. Gajanan Wader	Principal	
17	Mrs. Deepika Sharma	Vice-Principal	

1. Introduction

Bachelor of Management Studies (BMS) is a three years undergraduate program. Courses of this program enhance application of key theories, models and applications of management in global and local business context. The program demonstrates critical thinking skills in business related situations and employs empirical approaches to planning and decision-making using scientific reporting mechanisms. Effective communication is a significant component of this program which demonstrates effective skills in written and oral communications using appropriate technologies. BMS analyzes business and organizational situations using ethical approaches to decision making and significantly inculcates foundational knowledge in accounting, economics, finance, management, and marketing in application of concepts and theories. The program builds capability of demonstrating ethics and environmental sustainability requirements in business activities. Students will develop ability to conduct methodological research, as well as will be capable of using secondary research into business issues, which may relate to general business or to a specific business function decision making, which requires familiarity with a range of data, research sources and appropriate methodologies. This program contributes to economic growth and development by enhancing entrepreneurial characteristics in youth ensuring contribution to nation building.

2. Program Outcome

SR. NO	PO TITLE	POs IN BRIEF
PO 1	General Management Orientation	Demonstrate an ability to apply general Management know-how in practical business situations. Further demonstrate Finance & Accounting, Economics, Information systems, Management, Marketing, Legal/Social requirements for developing sustainable business, Scientific management, and international business environment in local and global context.
PO 2	Business Content Orientation	Integrate tools and concepts from multiple functional areas (i.e., finance, marketing, HRM) to solve business problems and identify the key issues facing a business or business subdivision.
PO 3	Critical Thinking and Decision-Making Skill	Scientifically apply relevant primary and secondary information for critical thinking and decision making in various business and societal situations.
PO 4	Analytical and problem-solving skill	Demonstrate effective analytical and problem-solving skills for futuristic business decisions to match competitive market requirements.
PO 5	Quantitative Reasoning	Application of empirical approaches to planning and decision-making using quantitative and scientific reporting mechanisms.
PO 6	Technology and network	Apply technology and networking to enable business growth, development, and sustainability.
PO 7	Team building Skills	Demonstrate characteristics of team building. Apply the nature and dynamics of social behavior relating to organizational performance to develop strategies to become effective in business organizations.
PO 8	Business Communication Skills	Demonstrate written, oral, and digital communication skills appropriate for business communication.

3 Program Specific Outcomes

The Bachelor of Management Studies (BMS) program offers courses to develop three specific areas of business functions:

1. Finance
2. Marketing
3. Human Resource Management.

Program Specific Outcome for Bachelor of Management Studies in Finance

Finance courses focuses on developing strategic and tactical financial management skills these skills include:

SR. NO	PSO TITLE	PSOs IN BRIEF
PSO1	Financial literacy	Financial literacy and application of the role of financial management in business firms and demonstrate essential skills of corporate finance. Apply the concept and mechanics of the time value of money, apply capital budgeting techniques, and apply the theory of capital structure to assess a firm's leverage and the cost of capital.
PSO2	Investment oriented skills	Application of analytical skills in financial markets and institutions and their roles in businesses. Application of analytical skills in operation of security markets and plays significant roles in businesses and individual investment. Apply valuation models to estimate the price of financial assets, measure risk and describe the risk-return tradeoff. Demonstrate Personal finance management skills.
PSO3	Cost and Taxation skills	Application of Economics and optimum production management skill to manage cost efficiency in business decisions. Application of updated national and international tariff laws knowledge for effective financial management.
PSO4	Global Financial Management Skills	Apply international financial management and risk management skills involved in global business. Apply different instruments to deal with exchange risk and market imperfections while maximizing benefits from expanding to global markets.

Program Specific Outcome for Bachelor of Management Studies in Marketing

The marketing courses focus on understanding the impact of marketing skills on the local and global environment. This skillset's outcome includes:

SR. NO	PSO TITLE	PSOs IN BRIEF
PSO1	Marketing Skills	Demonstrating marketing skill requirements in both brick and mortar as well as in digital marketing situations.
PSO2	Environment Analysis and adaptation	Develop an understanding of various marketing initiative requirements in the modern business environment.
PSO3	Decision Making Skills	Demonstrate knowledge of decision-making in various functional areas of marketing.
PSO4	Digital and Global application	Apply skills of traditional and digital channels of distribution as well as traditional and digital promotional methods. Demonstrate the analysis skills to formulate strategies for virtual and global marketing methods.

Program Specific Outcome for Bachelor of Management Studies in HRM

Human Resource Management focuses on understanding the role that cultural differences, work- life balance, globalization and worldwide trends play in the global labor marketplace. Students will be able to:

SR. NO	PSO TITLE	PSOs IN BRIEF
PSO1	Behavioral Skills	Demonstrate detailed familiarity with the impact of individual and social behavior on the organizational environment. Demonstrate comprehension of cultural differences in the conduct of business and daily life.
PSO2	Human Resource Functional Skills	Demonstrate awareness through an understanding of human resource management concepts and trends and an ability to manage people and develop business methods and practices.
PSO3	Leadership and Managerial Skills	Articulate methods for human resources to participate in business planning and implementation. Assess, develop, and align organization human assets with corporate strategies. Evaluate human resources performance in the context of business policy.
PSO4	Ethical Governance Skills	Incorporate ethical and legal perspectives into all human resource activities.

Course Structure

Semester V						
Course Code	Course Type	Course Title	Theory/ Practical	Marks	Credits	Lectures / Week
PUCMS501	DSC	Econometrics	Theory	100	3	04
PUCMS502	AEC	Business Research Methods And Principles Of Ethical Research.	Theory	100	3	04
TOTAL				200	06	08
A. Elective Subjects: Finance						
PUCMS503F	DSE	Securities Analysis And Portfolio Management	Theory	100	3	04
PUCMS504F	DSE	Project Finance	Theory	100	3	04
PUCMS505F	DSE	Risk Management	Theory	100	3	04
PUCMS506F	DSE	Indirect Taxes	Theory	100	3	04
TOTAL				400	12	16
B. Elective Subjects: Human Resource Management						
PUCMS503H	DSE	Compensation And Benefits Management	Theory	100	3	04
PUCMS504H	DSE	Organization Development And Change Management	Theory	100	3	04
PUCMS505H	DSE	Performance Management And Career Planning	Theory	100	3	04
PUCMS506H	DSE	Management Of Conflict And Negotiation	Theory	100	3	04
TOTAL				400	12	16
C. Elective Subjects: Marketing						
PUCMS503M	DSE	Services Marketing	Theory	100	3	04

PUCMS504M	DSE	Customer Relationship Management	Theory	100	3	04
PUCMS505M	DSE	Trends In Marketing	Theory	100	3	04
PUCMS506M	DSE	Negotiation And Selling Skills	Theory	100	3	04
TOTAL				400	12	16
PUCMS507	SEC	Emotional Intelligence	Practical	100	2	3
				100	2	3
TOTAL				200 + 400 + 100 =700	06+12+2= 20	8+16+3=27
All Subjects having Field Project as part of Continuous Assessment-2						

Semester VI						
Course Code	Course Type	Course Title	Theory/ Practical	Marks	Credits	Lectures / Week
PUCMS601	DSC	International Business	Theory	100	03	04
PUCMS602	DSC	Business Analytics	Theory	100	03	04
TOTAL				100	06	08
A. Elective Subjects: Finance						
PUCMS 603F	DSE	International Finance	Theory	100	3	04
PUCMS 604F	DSE	Commodity And Derivative	Theory	100	3	04
PUCMS 605F	DSE	Strategic Financial Management	Theory	100	3	04
PUCMS 606F	DSE	Financial Modelling	Theory	100	3	04
TOTAL				400	12	16
B. Elective Subjects: Human Resource Management						
PUCMS 603H	DSE	Global Human Resource Management Practices	Theory	100	3	04
PUCMS 604H	DSE	Strategic Human Resource Management And Human Resource Policies	Theory	100	3	04
PUCMS 605H	DSE	Workforce Diversity And Leadership	Theory	100	3	04
PUCMS 606H	DSE	Labour Law	Theory	100	3	04
TOTAL				400	12	16
C. Elective Subjects: Marketing						
PUCMS603M	DSE	International Marketing	Theory	100	3	04

PUCMS604M	DSE	Strategic Product Management	Theory	100	3	04
PUCMS605M	DSE	Trends In Retailing	Theory	100	3	04
PUCMS606M	DSE	Brand Management	Theory	100	3	04
TOTAL				400	12	16
PUCMS607	SEC	Project Work	Practical : Internship or Research	100	02	03
TOTAL				100	02	03
TOTAL				200 + 400 + 100 =700	06+12+2= 20	8+16+3=27
All Subjects having Field Project as part of Continuous Assessment-2						

EVALUATION PATTERN

Marking Code	Marking Scheme
A	60 Marks Final Exam, 20 Marks Continuous Assessment I, 15 Marks – Field Project/Continuous Assessment II - Review article/ Chapter writing, 05 Marks- Attendance
B	50 marks distributed within Quiz/Project/Case study-based assignment
C	100 Marks Practical Examination. Course1 Practical (50 Marks) + Course 2 Practical (50 Marks) =100
D	50 Marks Practical Examination. Course 6 Practical (50 Marks)
E	100 marks within Internship of minimum 90 hours duration/ report/PowerPoint presentation and viva

Semester V					
Course Code	Course Title	Theory/ Practical	Marks	Credits	Marking Scheme
PUCMS501	Econometrics	Theory	100	03	A
PUCMS502	Business Research Methods And Principles Of Ethical Research	Theory	100	03	A
TOTAL			100	06	
A. Elective Subjects: Finance					
PUCMS503F	Securities Analysis And Portfolio Management	Theory	100	3	A
PUCMS504F	Project Finance	Theory	100	3	A
PUCMS505F	Risk Management	Theory	100	3	A
PUCMS506F	Indirect Taxes	Theory	100	3	A
TOTAL			400	12	
B. Elective Subjects: Human Resource Management					
PUCMS503H	Compensation And Benefits Management	Theory	100	3	A

PUCMS504H	Organization Development And Change Management	Theory	100	3	A
PUCMS505H	Performance Management And Career Planning	Theory	100	3	A
PUCMS506H	Management Of Conflict And Negotiation	Theory	100	3	A
TOTAL			400	12	
C. Elective Subjects: Marketing					
PUCMS503 M	Services Marketing	Theory	100	3	A
PUCMS504 M	Customer Relationship Management	Theory	100	3	A
PUCMS505 M	Trends In Marketing	Theory	100	3	A
PUCMS506 M	Negotiation And Selling Skills	Theory	100	3	A
TOTAL			400	12	
PUCMS607	Emotional Intelligence	Theory	100	02	C
TOTAL			400	02	
CORE SUBJECTS + ELECTIVE A OR B OR C =TOTAL			200+400+ 100 = 700	06+12= 02 = 20	

Semester VI					
Course Code	Course Title	Theory/ Practical	Marks	Credits	Marking Scheme
PUCMS601	International Business	Theory	100	03	A
PUCMS602	Business Analytics	Theory	100	03	A
TOTAL			100	06	
A. Elective Subjects: Finance					
PUCMS603F	International Finance	Theory	100	3	A
PUCMS604F	Commodity And Derivative	Theory	100	3	A
PUCMS605F	Strategic Financial Management	Theory	100	3	A
PUCMS606F	Financial Modelling	Theory	100	3	A
TOTAL			400	12	
B. Elective Subjects: Human Resource Management					
PUCMS603H	Global Human Resource Management Practices	Theory	100	3	A
PUCMS604H	Strategic Human Resource Management And Human Resource Policies	Theory	100	3	A
PUCMS605H	Workforce Diversity And Leadership	Theory	100	3	A
PUCMS606H	Labour Law	Theory	100	3	A
TOTAL			400	12	
C. Elective Subjects: Marketing					
PUCMS603M	International Marketing	Theory	100	3	A
PUCMS604M	Strategic Product Management	Theory	100	3	A
PUCMS605M	Trends In Retailing	Theory	100	3	A

PUCMS606M	Brand Management	Theory	100	3	A
TOTAL			400	12	
PUCMS607	Project Work	Practical :Internship or Research	100	02	C
TOTAL			100	02	
CORE SUBJECTS + ELECTIVE A OR B OR C =TOTAL			200+ 400+ 100= 700	06+12+0 2= 20	

SEMESTER V

BOS	Business Economics
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Econometrics
Course Code	PUCMS501
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the Course	3

Course Objectives:

1. To aid students' thought process by developing a way of thinking in quantitative terms.
2. To introduce students to the various econometric techniques/tools for research.

Unit No.	Name of the Unit	Topic No.	Name of Topic	Hours
1	Introduction to Econometrics	1.1	Econometric Models, Aims of Econometrics, Types of Econometrics: Theoretical econometrics and Applied econometrics	12
		1.2	Types of Data: Time-Series, Cross Section, Panel Data, Dummy Variable Data	
		1.3	Aggregation Problem: Aggregation over individuals, Aggregation over commodities Aggregation over time periods, Spatial Aggregation	
2	Classical Linear Regression Model and Extension	2.1	PRF & SRF; Assumptions, Derivation and Properties of OLS Estimators;	16
		2.2	ANOVA and Coefficient of Determination of the Goodness of Fit	
		2.3	2-Regressor Model and Testing of their Parameters Double Log Model; Semi-Log Model; Reciprocal Model Polynomial Model	
3	Shortcomings of Classical Linear Regression Model:	3.1	Multicollinearity: Detection, Consequences, Measures; Spearman's Rank Correlation Test & Durbin-Watson Test	16
		3.2	Heteroscedasticity: Detection, Consequences, Remedial Measures; Variance Inflation Factor; R ² Test; Ratio Transformation; Increase in Sample Size	

		3.3	Auto-Correlation: Detection, Consequences, Remedial Measures; Runs Test, Durbin-Watson Test; Weighted Least Square Method, Using R for data analysis.	
4	Input-Output Analysis:	4.1	Input-Output Assumptions and Table;	16
		4.2	Balanced Equations and Technical Coefficient; Hawkin-Simon Conditions, Closed and Open Model;	
		4.3	Revenue, Cost & Profit Estimation	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe the subject matter and importance of econometrics.
- CO2 - Explain the classical linear regression model.
- CO3 - Examine extensions to classical linear regression models.
- CO4 - Analyse detection, consequences and tests in multicollinearity and heteroscedasticity.
- CO5 - Evaluate detection, consequences and tests in auto-correlation.
- CO6 - Create a way of thinking in quantitative terms in the light of input-output analysis.

References:

1. Basic Econometrics, 6th Edition, By Damodar N. Gujarati, Dawn C. Porter, Manoranjan Pal, © 2021 | Published: August 10, 2020
2. Goldberger, Arthur S. A Course in Econometrics. Cambridge, MA: Harvard University Press, 1991. ISBN: 9780674175440.
3. Kmenta, Jan, 'Elements of Econometrics', Pearson
4. Miller, Ronald and Peter Blair, 'Input-Output Analysis Foundations and Extensions',
5. Prentice Hall Publication.
6. Salvatore, Dominick & Derrick Reagle, 'Theory and problem of Statistics and

CASE STUDY	
1	<p>We collected data from a sample of 500 individuals in a specific city. The dataset includes information on individuals' education levels (measured in years of schooling) and their corresponding annual income levels (measured in dollars). Additionally, we included demographic variables such as age, gender, and years of work experience for controlling potential confounding factors. After conducting the regression analysis, we found a statistically significant positive relationship between education and income levels (</p> <p>$\beta_1 > 0$</p> <p>β_1</p> <p>1</p> <p>> 0,</p> <p>$p < 0.05$</p> <p>$p < 0.05$). This suggests that, on average, individuals with higher levels of education tend to have higher incomes. Additionally, age and experience also showed positive coefficients, indicating that older individuals with more experience tend to have higher incomes, holding other factors constant.</p>
2	Input-output analysis is a valuable tool for understanding the interdependencies within an economy

by tracing the flow of goods and services between sectors. In this case study, we apply input-output analysis to examine the structure and dynamics of the economy of City X, a regional economic hub. We obtained data from City X's Bureau of Statistics, including input-output tables detailing the transactions between sectors within the economy. The dataset covers a one-year period and includes information on the purchases of goods and services by each sector, as well as the sectoral outputs. The input-output analysis highlights the complex web of interdependencies within City X's economy and underscores the importance of key sectors in driving economic activity. Policymakers can utilize these findings to formulate targeted policies aimed at promoting growth, fostering diversification, and enhancing resilience within the regional economy.

In conclusion, input-output analysis provides valuable insights into the structure and dynamics of City X's economy, elucidating the roles of key sectors and their interrelationships. By understanding these dynamics, policymakers can make informed decisions to foster sustainable economic development and prosperity.

BOS	Business Management
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Business Research Methods And Principles of Ethical Research.
Course Code	PUCMS502
Type of Course	Ability Enhancement Course (AEC)
Level	Advanced
Total Credits for the Course	3

Course Objectives:

1. The course is designed to inculcate the analytical abilities and research skills among the students.
2. The students get hands-on learning experience on Research methods.

Unit No.	Name of Unit	Topic No.	Name of the Topic	Hours
1	Introduction to Research Methodology & Sampling.	1.1	Introduction: Meaning of Research and Types of Research, Research Process.	15
		1.2	Defining the Research Problem: What is a Research Problem? Selecting the Problem, Technique Involved in Defining a Problem, Illustrations.	
		1.3	Research Design: Meaning of Research Design Features of a Good Design, Different Research Designs. Assignment: Developing a Research Plan,	
		1.4	Sampling: Meaning, Types, Procedure, Assignment: Design Sample method.	
2	Scaling & Data collection	2.1	Scaling: Meaning of Scaling, Measures of scale and classification, Important Scaling Techniques, Scale Construction Techniques.	15
		2.2	Methods of Data Collection: Collection of Primary Data Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection Assignment: (i) Constructing Questionnaire/Schedule (ii) conduct Interview	

		2.3	Collection of Secondary Data. , Selection of Appropriate Method for Data Collection, Case Study Method.	
		2.4	Processing Operations, Elements/Types of Analysis Statistics in Research: Measures of Central Tendency Measures of Dispersion, Measures of Asymmetry (Skewness), and Measures of Relationship, Simple Regression Analysis, Multiple Correlation and Regression Partial Correlation. (Practical in Excel.)	
3	Hypothesis and Analysis.	3.1	What is a Hypothesis? Basic Concepts, Procedure for Hypothesis Testing.	15
		3.2	Tests of Hypotheses: Parametric Tests & Non-Parametric meaning, Hypothesis Testing of Means, Hypothesis Testing of Proportions, Hypothesis Testing for Comparing a Variance to Some Hypothesized Population Variance, Hypothesis Testing of Correlation Coefficients.	
		3.3	Chi-square Test: Chi-square as a Test for Comparing Variance, Chi-square as a Non-parametric Test, Conditions for the Application of χ^2 Test, Steps Involved in Applying Chi-square Test. Sums.	
		3.4	Analysis of Variance (ANOVA) What is ANOVA?The Basic Principle of ANOVA, ANOVA Techniques Understanding Analysis of Variance Table, Short-cut Method for One-way ANOVA, Two-way ANOVA.	
4	Reporting and Principles of Ethical Research.	4.1	Meaning of Interpretation, Technique of Interpretation.	15
		4.2	Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports.	
		4.3	Research Ethics in the Digital Age: Fundamentals and Problems, Responsibilities of a researcher.	
		4.4	Plagiarism: Understanding Plagiarism, elimination of Plagiarism.	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Familiarizing the concept of research and research methodology.
- CO2 - Identify characteristics and elements of research.
- CO3 - Understand methods and the need of analysis.
- CO4 - Analysis of collected data.
- CO5 - Designing Interpretation of data.
- CO6 - Create a report of Research.

References:

1. Research Methodology. Methods and Techniques, second Edition, CR Kothari, New Age international Publishers, New Delhi.
2. Research Ethics in the Digital Age Ethics for the Social Sciences and Humanities in Times of Mediatization and Digitization, Farina Madita, Dobrick Jana, Fischer Lutz M. Hagen Springer VS.
3. Sekaran, U., & Bougie, R. (2021). Research methods for business: A skill-building approach (8th ed.). Wiley.
4. Bryman, A., & Bell, E. (2019). Business research methods (5th ed.). Oxford University Press.
5. Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). Sage Publications.

CASE STUDY	
1	<p>Increasing rural indebtedness is being recognized as a significant obstacle for rural development. It not only aggravates inequality in the access to socio-economic opportunities but also hinders the growth process in rural areas and creates an inter-generational handicap for participating in democratic processes due to growing distress and shocks to social psyche among the indebted households. The question of agricultural debt in India always had considerable interest and has long been one of the most pressing problems of India. Rural people have been under heavy indebtedness of the village moneylenders and co-operatives and banks and finance The burden of this debt has been passed one from generation to generation in much as the principal and interest went on increasing. Nearly 65 per cent of population is still living in rural areas with agriculture as its main occupation. Debt has been depicted as a millstone round the neck of the Indian farmer and it also states that the Indian farmer lives in debt and dies in debt. Average of per capita debt for the entire rural population has increased by 27 per cent for agricultural labourers and 36 per cent for farmers.</p> <p>Sugar cane is a major crop of the village Chinchali. We find about 85% of sugar cane cultivable land. It needs longer investment and expenditure. So for sugar cane cultivation majority of sugar cane growers have taken the loans from institutional and non-intuitional agencies.</p> <p>The sugar cane growers are unable to repay the loans due to continuous crop failure because of flood since three years. So crop failure, higher value of assets, lockout and sickness of co-operative sugar factories and meagre price paid by factories are major reasons for indebtedness of sugar cane growers. Hence, the present study made an attempt to study indebtedness of sugar cane growers of Chinchali village in Belgaum district of Karnataka State.</p> <p>The agrarian crisis that has rampaged throughout rural India for the few years has been associated very clearly with the rising burden of indebtedness among farmers. Over 275 farmers have taken their lives between April 1 and September 19 the year in the state. Not only drought prone areas but even irrigated tracts are also experiencing the incidence of suicides. Three years of inadequate rainfall, consequent crop losses due to flood, the fall in price buying the sugar cane by factories and import of sugar from foreign countries are major reasons for increasing indebtedness in the district of Belgaum, Thirteen suicides took place in this district which is less than other districts. But in future the growing indebtedness of sugar cane growers will increase the rate of suicides of sugar cane growers. Therefore, it is necessary to take suitable measures to reduce the indebtedness of sugar cane growers to avoid the suicides. Hence, this present study made an attempt to give the suitable measures to reduce the indebtedness of sugar cane growers.</p>
2	<p>The rise of online shopping has had a significant impact on brick-and-mortar retailers. In the United States, e-commerce sales accounted for 14.3% of total retail sales in 2022, up from 11.3% in 2020.</p>

This growth has been driven by several factors, including the convenience of online shopping, the availability of a wider range of products, and the lower prices that can often be found online.

The impact of online shopping on brick-and-mortar retailers has been mixed. Some retailers have been able to adapt to the changing landscape and thrive, while others have struggled and even gone out of business.

One of the biggest challenges facing brick-and-mortar retailers is the convenience of online shopping. Consumers can shop from the comfort of their own homes, 24/7. They can also compare prices from different retailers easily. This makes it difficult for brick-and-mortar retailers to compete on price.

Another challenge facing brick-and-mortar retailers is the availability of a wider range of products online. Consumers can find almost anything they want to buy online, from groceries to electronics to clothing. This makes it difficult for brick-and-mortar retailers to compete on selection.

Finally, online retailers can often offer lower prices than brick-and-mortar retailers. This is because online retailers have lower overhead costs, such as rent and staffing.

Despite these challenges, some brick-and-mortar retailers have been able to adapt to the changing landscape and thrive. These retailers have done so by focusing on providing a unique and differentiated shopping experience that cannot be replicated online. They have also invested in omnichannel retailing, which allows consumers to shop online and in-store seamlessly.

The future of brick-and-mortar retail is uncertain. However, those retailers that are able to adapt to the changing landscape and provide a unique and differentiated shopping experience are likely to be the ones that survive and thrive.

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Subject Name	Securities Analysis And Portfolio Management
Subject Code	PUCMS503F
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialization
Total Credits for the Course	3

Course Objectives:

1. Develop an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges.
2. It aims at providing an in-depth knowledge of the theory and practice of portfolio management.

Unit No.	Name of Unit	Topic No.	Name of Topic	No. of Lectures
1	INTRODUCTION TO INVESTMENT ENVIRONMENT	1.1	Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Types of Investing.	15
		1.2	Capital Market in India: NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	
2	RISK - RETURN RELATIONSHIP	2.1	Risk - Return Relationship: Meaning of Risk, Types of Risk- Systematic and Unsystematic risk, Measurement of Risk- Beta, Standard Deviation and Variance Reduction of Risk through Diversification Practical Problems on Calculation of Standard Deviation, Variance and Beta	15
3	PORTFOLIO MANAGEMENT AND SECURITY ANALYSIS	3.1	Portfolio Management: Meaning and Concept , Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management and Portfolio Strategy Mix	15

		3.2	Security Analysis: Fundamental Analysis - EIC Analysis, Economy Analysis –Concept of Analysis, Industry Analysis – Concept of Analysis, Company Analysis – Financial Statements, Analysis of Financial Statements, (Practical questions on Debt Equity Ratios, Total Debt Ratio, Proprietary ratios, interest coverage ratio, Profitability ratios related to sales, investment and equity shares Efficiency or Activity Ratios) DuPont Analysis. Technical Analysis - Basic Principles of Technical Analysis, Uses of Charts: Line Chart, Bar Chart, Candlestick Chart.	
4	CAPITAL ASSET PRICING MODEL, PORTFOLIO PERFORMANCE MEASUREMENT AND BOND VALUATION	4.1	Capital Asset Pricing Model: Assumptions; Uses of CAPM to buy, sell and hold securities.	15
		4.2	Portfolio Performance Measurement: Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems) and Jensen's Differential Returns (Basic Problems)	
		4.3	Meaning, Measuring Bond Return – Yield to Maturity and Bond Duration	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe the characteristics of different financial assets. Classify financial assets on multiple bases.
CO2 - Illustrate the correct use of risk management tools for financial analysis for investment purposes.
CO3 - Evaluate securities using different valuation models.
CO4 - Identify the working of the capital market in India.
CO5 - Designing and managing the bond as well as equity portfolios in the real world.
CO6 - Measuring the portfolio performances

References:

1. Prasanna Chandra,(2012),Security Analysis and Portfolio Management,4th edition, Tata McGraw Hill, New Delhi
2. Prasanna Chandra, (2008), Financial Management, New Delhi , Tata McGraw Hill
3. Ravi M. Kishore, (2009), Financial Management - Problems & Solutions 2nd Edition, Delhi, Taxman Publications Pvt. Limited.
4. Hirt and Block,(2009), Fundamentals of Investment Management, New Delhi, Tata McGraw Hill.
5. Khan & Jain, (2007), Financial Management, New Delhi, Tata McGraw Hill

CASE STUDY	
1	The investment environment of a country encompasses various factors that influence investors' decisions, including political stability, regulatory frameworks, infrastructure, market conditions, and economic indicators. In this case study, we analyze the investment environment of Country Y to evaluate its attractiveness for foreign and domestic investors. We collected data from various sources, including government reports, international organizations, and investment indices, to assess different aspects of the investment environment in Country Y. The dataset includes information on political stability, legal

	<p>frameworks, infrastructure quality, economic indicators, and investment inflows. The analysis highlights Country Y's strengths and weaknesses in terms of its investment environment. While certain factors such as political stability and market potential enhance its attractiveness to investors, challenges such as regulatory complexities and infrastructure deficiencies require attention from policymakers and stakeholders.</p>
2	<p>Securities analysis and portfolio management are essential components of investment firms' operations, involving the selection and management of investment assets to achieve financial objectives. In this case study, we examine the securities analysis and portfolio management practices of Investment Firm XYZ, focusing on its strategies, performance, and decision-making processes. We obtained data from Investment Firm XYZ's portfolio holdings, investment strategies, historical performance reports, and risk management practices. Additionally, we conducted interviews with portfolio managers and analysts to gain insights into their decision-making processes and investment philosophy. The case study highlights Investment Firm XYZ's sophisticated securities analysis and portfolio management capabilities, characterized by disciplined investment processes, rigorous risk management, and consistent performance outcomes. However, challenges such as market volatility, regulatory changes, and unforeseen events necessitate continuous adaptation and refinement of investment strategies.</p>

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Subject Name	Project Finance
Subject Code	PUCMS504F
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialization
Total Credits for the Course	3

Course Objectives:

1. To make the student understand the need for Project finance and how project risk can be mitigated.
2. To make them understand the feasibility analysis and how a project report is prepared.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	INTRODUCTION TO PROJECT FINANCE	1.1	Introduction to Project Finance: Meaning/Definition of Project and Project Finance, Classification of Projects Need for project finance, factors affecting project finance, Role of Advisors in Project Finance.	15
		1.2	Project Finance Risks and Mitigants: Meaning of project risk, Types of project financing risk, factor determining project risk, managing project finance risk, Risk Management Process, Risk Analysis & Identification.	
2	PROJECT SELECTION AND CAPITAL RATIONING	2.1	Evaluation of capital expenditure proposal from given cash flow, concept of present value, Appraising a Project by Discounted and Non- Discounted Cash Flow Methods. (Traditional Method: Payback period, ARR and Payback Profitability; Modern Method NPV, Profitability Index, Discounted Payback period)	15
		2.2	Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems.	
3	APPRAISAL OF TERM LOAN	3.1	Preparing Project Report: Project Feasibility Analysis, Preparing Flash Report, Calculating Loan amortization schedule, Preparing Revenue statement, Calculating of Ratios- DSCR, ICR, ROI and Debt equity ratio.	15

4	FUND ESTIMATION IN PROJECT AND NEW DIMENSIONS IN	4.1	Funds Estimation in Project: Sources of Finance, Government Assistance towards Project Management for Start ups, Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance	15
	PROJECT MANAGEMENT	4.2	New Dimensions in Project Management: Project Management Maturity Model (PMMM), Continuous Improvement, Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Strategy/Ways to Solve Project Management Problems	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

CO1 - Apply a structured and systematic approach to financing projects using some of the techniques of Project Finance.

CO2 - Evaluate capital expenditure proposal.

CO3 - Describe and illustrate the capital rationing process.

CO4 - Identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing.

CO5 - Prepare a project report.

CO6 - Recognize fund estimation in project and new dimensions in project management.

References:

1. Project Finance: A Legal Guide 4th ed, Graham Vinter, Gareth Price, David Lee, Sweet & Maxwell Ltd.
2. Project Finance, Dr.Akankshasingh, Shanti Prakashan, Edition: First, 2017
3. Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling
4. Jack.R.Meredith&Samuel.J.Mantel, Jr.,Project Management – A Managerial Approach
5. Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control

CASE STUDY	
1	M/s Krishna Garden intends to invest in a Gardening project where-in the capital investment would be to the extent of Rs. 5,000 lakhs depreciable equally over five years. The tax rate applicable to the company is 30%. It is considering availing a five-year term loan from DB Bank Ltd. to the extent of 70% of the project cost. The principal amount of this loan would be repayable equally along with interest payable on reducing balance. The interest rate would be 9% per annum. The projected earnings before interest and tax for the next five years are Rs. 1,120 lakhs, Rs. 1,260 lakhs, Rs. 1,400 lakhs, Rs. 1,470 lakhs and Rs. 1,610 lakhs. You are required to calculate the debt service coverage ratio and interest coverage ratio for the above project.
2	Mr. Ramesh Barai a Research scholar wishes to start a Manufacturing Unit from his ancestral factory premises. He has Rs. 2,15,000 in his bank account. His parents have promised to gift him Rs. 2,50,000. He has estimated the project cost at Rs. 18,00,000; of which machinery will be Rs. 15,25,000 and the remaining amount will be for furniture and fittings. The bank finance is available to the extent of 80% of the project cost. He expects first year's sales at Rs. 40,00,000 with annual increase of 20% every year over previous year. The cost of sales will be 80% of sales. The rate of interest on loan will be 10% on reducing balance method. The loan is repayable @ Rs. 3,00,000 at the

end of every year. He charges depreciation @ 20% on his fixed assets under straight line and his other overheads for three years are Rs. 2,40,000; Rs. 3,00,000 and Rs. 3,60,000 per year respectively. You are required to prepare the Income Statement for the first three years of operations to be presented to the bankers, assuming that the first year is also a full year of 12 months activities and rate of income tax is flat @ 30%.

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Risk Management
Course Code	PUCMS505F
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. To provide an understanding and an appreciation of the principles and practices of risk management
2. To enable production of the optimum strategy for the handling of risk in an organization.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction	1.1	Introduction, Risk Measurement and Control Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational	15
		1.2	Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations	
		1.3	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	

2	Risk Avoidance and ERM	2.1	Risk Hedging Instruments and Mechanism Forwards, Futures, Options, Swaps and Arbitrage Techniques, (theory & application based on valuation on future, options & swaps), Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation	15
		2.2	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	
3	Risk Governance and Assurance	3.1	Risk Governance: Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance Challenges of Risk	15
		3.2	Risk Assurance Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and	
		3.3	Risk and Stakeholders Expectations Identifying the Range of Stakeholders and Responding to Stakeholders Expectations.	
4	Risk Management in Insurance	4.1	Insurance Industry : Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary.	15
		4.2	Players of Insurance Business: Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification	
		4.3	Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 – define the dynamic nature of risk in business and categorise the risks.
- CO2 – Explain the nature of derivatives and describe the trading mechanisms and the key variables that determine their market values.
- CO3 – Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments
- CO4 – Distinguish risk hedging instruments & mechanism
- CO5 – Critically evaluate the nature and extent of a company’s exposure to risk and various hedging strategies to the identified risk.
- CO6 – Compile the understanding on various financial derivative instruments and trading mechanism used in risk management

References:

1. The Essentials of Risk Management: Michel Crouhy, Dan Galai,, Robert Mark :MC Graw Hill Education
2. A Practical Guide to Risk Management : Thomas S Koleman: Research Foundation of CFA Institute
3. Risk Management – Concepts and Guidance: Carl Pritchard:CRC Press 4. Risk Management: Prof C K Roy:VayUEducation.
4. Rejda, G. E. (Year). Principles of Risk Management and Insurance. Pearson.
5. Pritchard, C. L. (Year). Risk Management: Concepts and Guidance. Auerbach Publications.

CASE STUDY	
1	Risk management is a critical function for banks to ensure financial stability, regulatory compliance, and long-term viability. In this case study, we examine the risk management practices of Bank X, focusing on its approach to identifying, measuring, monitoring, and mitigating various types of risks. We obtained data from Bank X's risk management policies, internal control procedures, risk assessment reports, and regulatory filings. Additionally, we conducted interviews with key stakeholders, including risk managers, compliance officers, and senior executives, to gain insights into the bank's risk management practices. The case study highlights Bank X's proactive approach to risk management, characterized by robust risk identification, sophisticated risk measurement, comprehensive risk monitoring, and effective risk mitigation strategies. By integrating risk management into its strategic decision-making processes, the bank enhances its resilience to adverse events and fosters long-term sustainability.
2	Hedging is a critical risk management tool used by companies to mitigate the impact of adverse price movements, exchange rate fluctuations, and interest rate changes on their financial performance. In this case study, we examine how Company Y implements hedging strategies to manage various types of risks in its business operations. We obtained data from Company Y's financial statements, hedging policies, derivative contracts, and risk exposure reports. Additionally, we conducted interviews with key stakeholders, including risk managers, financial analysts, and senior executives, to gain insights into the company's hedging practices. The case study highlights Company Y's proactive approach to risk management through the implementation of hedging strategies tailored to its specific risk exposure and business objectives. By effectively hedging against various types of risks, the company mitigates potential losses, stabilizes financial performance, and enhances shareholder value.

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Indirect Tax
Course Code	PUCMS506F
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. To gain the ability to analyze and interpret the provisions taxability of the goods and services tax law
2. To understand implementation of tax credit provision with practical questions.

Unit No.	Name of Unit	Name of the Topic		No. of Lectures
1	Introduction to Indirect Taxation and GST & Customs Act	1.1	-Basics for Taxation - Direct Taxes and Indirect Taxes – Features of Indirect taxes, Difference, Advantages and Disadvantages, -Sources and Authority of Taxes in India	20
		1.2	-GST Council and GST Network -Definitions under CGST Act -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 Taxes subsumed and not subsumed under GST	
		1.3	-Introduction to customs law including Constitutional aspects -Levy of and exemptions from customs duties – All provisions including application of customs law, taxable event, charge of customs duty, exemption from custom duty -Types of customs duties	
2	Levy and Collection of GST	2.1	Charge of GST, Levy and Collection GST, Composite and Mixed Supplies under	15

	Concept of Supply			
		2.2	GST, Power to Grant Exemption, Negative list of GST, GST Rate Schedule for Goods and Services	
		2.3	Taxable Event Supply, Place of Supply, Time of Supply, Value of Supply	
3	Documentation	3.1	Tax Invoices	15
		3.2	Credit notes	
		3.3	Debit notes	
4	Registration	4.1	Persons liable for Registration, Persons not liable for Registration	10
		4.2	Procedure for Registration, Deemed Registration, Amendment, Cancellation and Revocation of Registration	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

CO1 - Describe 'interpretation of statute' and Develop skills of interpretation of basic concepts, definitions and terms related to indirect taxation

CO2 - Relate the concept of Tax Regime with GST Levy and charge.

CO3 - Develop the ability to determine chargeability on the basis of provisions of Place, Time and Value of supply.

CO4 - Examine the capability to understand and calculate Input tax credit.

CO5 - Relate the provisions of Foreign trade policy with import and export provisions.

CO6 - Apply provisions learned for computation of tax liability/refund

References:

1. Step by Step Guide to GST – Compliances –AvinashPoddar
2. A Complete Guide to Goods and Services Tax – Sanjiv Agarwal
3. GST Law Manual – R.K.Jain
4. Hand Book on GST- Pratik Shah
5. Guide On Foreign Trade Policy- Kaliraj D.

CASE STUDY	
1	Goods and Services Tax (GST) implementation represents a significant tax reform aimed at simplifying the tax structure, enhancing tax compliance, and promoting economic growth. In this case study, we examine the implementation process and the impact of GST in Country Z, focusing on its implications for businesses, consumers, and the overall economy. We obtained data from government reports, academic studies, industry surveys, and stakeholder interviews to assess the implementation and impact of GST in Country Z. The dataset includes information on tax revenues, business operations, consumer behavior, economic indicators, and regulatory changes. The case study highlights the complex dynamics associated with the implementation and impact of GST in Country Z, encompassing both challenges and opportunities for businesses, consumers, and the economy. While the initial transition phase posed challenges, proactive measures and policy adjustments helped mitigate risks and realize the long-term

	benefits of GST reform.
2	<p>Indirect taxes play a crucial role in generating government revenue and influencing consumer behavior and economic activities. In this case study, we examine the impact of an indirect tax reform in Country X, focusing on the objectives, implementation process, and outcomes of the reform. We collected data from government reports, economic surveys, industry studies, and stakeholder interviews to assess the impact of indirect tax reform in Country X. The dataset includes information on tax revenue trends, consumer spending patterns, business operations, and macroeconomic indicators. The case study highlights the complex dynamics associated with the implementation and impact of indirect tax reform in Country X, encompassing both challenges and opportunities for businesses, consumers, and the economy. While the initial transition phase posed challenges, proactive measures and policy adjustments helped mitigate risks and realize the long-term benefits of tax reform.</p>

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Service Marketing
Course Code	PUCMS503M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. To understand various aspects of modern service marketing
2. To understand the customer interface

Unit No.	Name of Module	Topic No.	Name of Topic	Number of Lectures
1	INTRODUCTION TO SERVICES MARKETING	1.1	Introduction to services: Concepts, Categories of services, principle industry in service sector , forces transforming services , framework for developing effective service marketing strategy	15
		1.2	Consumer behaviour and perception in services: Three stage model of service consumption, Factors influencing customer expectation of services, Factors that influence customer perception of service, Strategies for influencing customer perception.	
		1.3	Positioning services in competitive market - pre-requisites for positioning services, services attributes and levels, developing effective positioning strategy, Using positioning map to plot competitive strategy	
2	MARKETING MIX IN SERVICE MARKETING	2.1	Developing service products: Planning and creating service products, branding service products and experiences, new service development	15

		2.2	Distributing services : Distributing options for serving customers, delivering services in cyberspace, challenge of distribution in large domestic markets, international distribution services(case studies)	
		2.3	Setting prices and implementing revenue management : Effective pricing, foundations of pricing strategy, revenue management,service pricing practices of various successful enterprise	
		2.4	Promoting Services and educating customers : Checklist for marketing communication planning, The 5 w's model, Messages through various marketing channels(advertising, public relations, trade shows, online advertising)challenges of service communication	
3	MANAGING THE CUSTOMER INTERFACE	3.1	Designing and managing service processes: Flowcharting customer service processes, Blueprinting services to create valued experiences,productive operations, and customer as co-producer.	15
		3.2	Delivering Quality Service: Fluctuations in demand affecting profitability,analyzing patterns of demand , customer perception of waiting time.	
		3.3	Managing people for service advantage: Importance of service employees, Frontline workers,cycles of failure,Mediocrity,service leadership.	
4	IMPLEMENTING PROFITABLE SERVICE STRATEGY	4.1	Building loyalty, complaint handling and service recovery:Strategies for developing loyalty,Strategies for reducing customer defections, customer complaining behaviour,service guarantees,Discouraging abuse and opportunistic consumer behaviour	15
		4.2	Improving Service quality and productivity:Service quality,Identifying and correcting service quality gaps,tools to analyze service quality problems, measuring, improving productivity. Successful examples of organizations correcting service quality gaps	
		4.3	Recent trends in service marketing: Use of self-service technology to reduce operational costs, Electronic channel of distribution , Data analytics for customer insights,Customization ,Virtual experience as promotional tool ,case studies	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Understanding the basics of marketing of services
- CO2 - Enumerating the customer behavior and perception in service marketing
- CO3 - Discussing service marketing mix and brand strategies
- CO4 - Enumerating effective service management
- CO5 - Evaluate service quality gaps and resolving them
- CO6 - Analyzing strategies and recent trends in service marketing

References:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition
2. John E.G. Bateson, K.Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
3. Govind Apte: Services Marketing, OxfordPress,2011.
4. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2022). Services marketing: Integrating customer focus across the firm (8th ed.). McGraw-Hill Education.
5. Lovelock, C., Wirtz, J., & Chew, P. (2021). Essentials of services marketing (4th ed.). Pearson.
6. Hoffman, K. D., & Bateson, J. E. (2017). Services marketing: Concepts, strategies, & cases (5th ed.). Cengage Learning

CASE STUDY	
1	<p>In the highly competitive hospitality industry, providing exceptional customer service is paramount for success. This case study examines how a luxury hotel chain, let's call it "Luxury Haven," improved its service marketing strategies to enhance the overall customer experience. Luxury Haven faced challenges in maintaining high customer satisfaction levels amidst increasing competition and evolving customer preferences. Negative online reviews and feedback highlighted areas for improvement in service quality and guest engagement. Outcome:</p> <ol style="list-style-type: none">1. Improved Guest Satisfaction: Luxury Haven experienced a significant improvement in guest satisfaction scores, reflected in positive online reviews and increased repeat bookings. Guests appreciated the personalized service, seamless technology integration, and attentive staff.2. Enhanced Brand Reputation: The hotel chain's focus on service excellence and guest-centricity enhanced its brand reputation and differentiation in the market. Luxury Haven became synonymous with luxury, quality, and exceptional customer service.3. Increased Revenue: The improved customer experience led to higher guest loyalty and advocacy, resulting in increased revenue and profitability for Luxury Haven. Satisfied guests were more likely to spend on premium services, dining, and leisure activities during their stay.
2	<p>As digital banking evolves, traditional banks face challenges in adapting their service marketing strategies to meet the changing needs and preferences of customers. This case study explores how a retail bank, referred to as "BankEase," transformed its customer engagement approach to remain competitive in the digital age. BankEase struggled to attract and retain customers in an increasingly crowded market dominated by fintech startups and online banking platforms. Traditional banking services were perceived as outdated, with customers seeking more convenient, personalized, and tech-savvy solutions. Outcome:</p> <ol style="list-style-type: none">1. Increased Customer Engagement: BankEase experienced a significant increase in customer engagement and satisfaction levels, driven by the adoption of digital solutions and personalized services. Customers appreciated the convenience, flexibility, and accessibility of banking services.2. Expanded Customer Base: The bank attracted a younger demographic and tech-savvy customers who valued digital convenience and personalized experiences. BankEase's innovative approach to customer engagement helped it gain market share and compete effectively with fintech startups.3. Improved Operational Efficiency: The digitization of banking services and processes resulted in

	<p>improved operational efficiency and cost savings for BankEase. Automated workflows, reduced manual interventions, and streamlined operations enhanced productivity and profitability.</p>
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BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Customer Relationship Management
Course Code	PUCMS504M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management
2. To provide insight into CRM marketing initiatives, customer service and designing CRM strategy and to understand new trends in CRM, challenges and opportunities for organizations.

Unit No.	Name of Module	Topic No.	Name of Topic	Hours
1	Introduction to Customer Relationship Management	1.1	Customer Relationship Management (CRM): Concept, Features, Types, Evolution of Customer Relationships, Customers as strangers, acquaintances, friends and partners, 7Cs of CRM	15
		1.2	Objectives, Benefits of CRM to Customers, Benefits of CRM w.r.t. functional areas – Marketing, Sales & Customer Support, Customer Profitability Segments, Components - Information, Process, Technology and People, Barriers to CRM	
		1.3	Relationship Marketing and CRM Relationship Development Strategies Organizational Pervasive Approach Managing Customer Emotions Brand Building through Relationship Marketing Service Level Agreements	
2	CRM Marketing	2.1	CRM Marketing Initiatives: Cross-Selling and Up-Selling, Brand Switching – Concept	15

	Initiatives & Customer Service		& Reasons, Customer Retention – Need, Strategies & Levels, Behaviour Prediction, Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing	
		2.2	Call Centre – Concept & Components, Customer Care – Concept & Ways to handle waiting time, Call Routing – Concept & Types, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management	
		2.3	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	
3	CRM Strategy, Planning, Implementation and Evaluation	3.1	Techniques to Understand Customers, Customer Value, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits CRM Strategy – Concept & Objectives, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy	15
		3.2	Planning 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	
		3.3	CRM Implementation Steps: Business Planning Architecture and Design, Technology Selection Development, Delivery and Measurement CRM Evaluation: (a) Basic Measures: Service Quality, Customer Satisfaction and Loyalty (b) Company 3E Measures: Efficiency, Effectiveness and Employee Change	
4	CRM New Horizons and	4.1	e-CRM: Concept, Features, Advantages & Disadvantages, Different Levels of e-CRM, Privacy in e-CRM, 6E's of e-CRM, Technologies of e-CRM: Voice Portals, Web Phones, BOTs, Virtual Customer Representative & CR Portals	15
		4.2	Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalization and Collaborative Filtering, Data	

			Reporting	
		4.3	Social Networking and CRM, Mobile CRM, Rural CRM, CRM Trends, Challenges and Opportunities, Ethical Issues in CRM, CRM Practices in Retail, Hospitality, Banking, Telecom & Aviation	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe the basic Customer Relationship Management (CRM) concepts
- CO2 - Summarize the various Customer Relationship Management (CRM) Marketing Initiatives
- CO3 - Demonstrate the CRM Strategy Cycle & illustrate the process of CRM Planning, Implementation and Evaluation
- CO4 - List out the different techniques and tools that is required in order to interact with the customer
- CO5 - Explain the importance of Data Management from Customer Relationship Management (CRM) perspective
- CO6 - Discuss the challenges and ethical issues in implementation of Customer Relationship Management (CRM)

References:

1. Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
2. Andersson Kristin and Carol Kerr (2002), Customer Relationship Management, TataMcGraw-Hill.
3. Ed Peelen, Customer Relationship Management, Pearson Education
4. Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
5. Judith W. Kincaid(2006), Customer Relationship Management Getting it Right, PearsonEducation.
6. Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, PearsonEducation.

CASE STUDY	
1	<p>A retail company, Company A, sought to enhance its customer relationship management (CRM) practices to improve customer satisfaction, increase retention rates, and drive sales growth. The company decided to implement a comprehensive CRM system to centralize customer data, streamline communication channels, and personalize marketing efforts. Outcomes:</p> <ol style="list-style-type: none">1. Improved Customer Satisfaction: With access to comprehensive customer data and streamlined communication channels, Company A improved its responsiveness to customer inquiries and requests, leading to higher satisfaction levels.2. Increased Sales: Personalized marketing campaigns and targeted promotions resulted in higher conversion rates and increased sales revenue. Repeat purchases and customer loyalty also improved as a result of enhanced engagement efforts.3. Efficiency Gains: Automated workflows and centralized data management led to efficiency gains across departments, reducing manual tasks and allowing employees to focus on high-value activities.4. Enhanced Customer Insights: Company A gained valuable insights into customer preferences, behaviors, and trends through the CRM system, enabling data-driven decision-making and proactive customer engagement strategies. <p>The implementation of a comprehensive CRM system transformed Company A's customer relationship management practices, resulting in improved customer satisfaction, increased sales, and operational efficiency gains. By leveraging data-driven insights and personalized communication strategies, Company A strengthened its competitive position in the retail industry and built long-term relationships with its customers.</p>
2	<p>A leading financial services company, Company B, recognized the need to enhance its customer relationship management (CRM) capabilities to better serve its diverse client base, improve cross-selling opportunities, and drive business growth. The company embarked on a CRM implementation project to centralize customer data, streamline processes, and enhance customer engagement. Challenges:</p> <ol style="list-style-type: none">1. Siloed Data: Company B struggled with siloed customer data stored across multiple legacy systems and databases, making it difficult to gain a unified view of customer interactions and preferences.

2. **Manual Processes:** Manual data entry and redundant processes led to inefficiencies and errors in customer data management, impacting the quality and accuracy of client information.
3. **Limited Insights:** Without access to real-time customer insights, Company B faced challenges in identifying cross-selling opportunities, understanding client needs, and delivering personalized services.

Outcomes:

1. **Enhanced Client Experience:** With a unified view of client interactions and preferences, Company B improved its ability to deliver personalized services, anticipate client needs, and provide timely advice and support.
2. **Increased Cross-Selling and Retention:** Access to comprehensive client data and personalized engagement strategies resulted in increased cross-selling opportunities and improved client retention rates. By offering relevant products and services based on client preferences, Company B strengthened client relationships and loyalty.
3. **Operational Efficiency:** Process automation and centralized data management led to efficiency gains and cost savings for Company B. Manual tasks were reduced, and employees were able to focus on value-added activities such as client relationship management and business development.
4. **Data-Driven Decision Making:** Company B gained actionable insights into client behavior, market trends, and business performance through the CRM system. Data-driven decision-making enabled the company to adapt quickly to changing market conditions and identify new growth opportunities.

The implementation of a CRM system transformed Company B's client relationship management practices, resulting in enhanced client experiences, increased cross-selling opportunities, and operational efficiency gains. By leveraging data-driven insights and personalized engagement strategies, Company B strengthened its competitive position in the financial services sector and achieved sustainable business growth.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Trends in Marketing
Course Code	PUCMS505M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To understand the various trends in marketing
2. To understand importance of mobile marketing

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Emerging Trends in Marketing – An Overview	1.1	Marketing – Meaning, Features. Emerging trends in marketing, reasons, challenges	15
		1.2	Understanding various trends in marketing: a. Customer Experience Marketing Data Driven Marketing Green Marketing Social Marketing Referral Marketing	
		1.3	Event Based Marketing Crowd Funding Collaborative Marketing	
		1.4	Engagement Marketing Experiential Marketing	
2	Trends in Marketing	2.1	Sports Marketing – Meaning, Skills of a sports marketer, Sports Marketing services and strategies, Trends in sports marketing , Benefits	15
		2.2	Entertainment Strategies, Marketing – Meaning ,Importance , Entertainment Marketing v/s Advertising. Types of entertainment marketing.	
		2.3	Digital Marketing – Meaning, Reasons, Types Importance. Pros and Cons	
		2.4	Social Media Marketing – Meaning, Types. Steps, Importance, Tools, Services, Platforms	

3	Artificial Intelligence & Content Marketing	3.1	AI – Meaning , Importance, Applications, Emerging Trends	15
		3.2	Future of AI, Advantages.	
		3.3	Content Marketing – Meaning, Types, Steps, Advantages, Disadvantages.	
		3.4	Future trends. Strategy, Examples	
4	Experiential Marketing	4.1	Experiential Marketing – Meaning, Types, Strategy, Importance, Benefits	15
		4.2	Co-branding – Meaning, Strategies, Types of Alliances ,Advantages, Examples	
		4.3	Search Engine Optimization – Meaning, Trends, Types.	
		4.4	Influencer Marketing – Meaning, Types, Scope, Platform, Criteria for signing influencers.	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Recall the concept of marketing
- CO2 - Understand the importance of trends in marketing
- CO3 - Discussing the trends in marketing
- CO4 -Analysing influencer marketing
- CO5 - Evaluating the SEO Platforms
- CO6 - Designing AI for services

References:

1. Bottom of the pyramid marketing – C K Prahlad
2. Data-driven Marketing Today – By Ruth Stevens
3. Stanton W.J.Etzal Michael and Walker : Fundamentals of Marketing,McGraw-Hill, New York
4. Debbie Gilliland : Marketing,BPP Professional Education
5. Mamoria ,Joshi and Mulla : Principles and Practice of Marketing in India Vedams eBooks (P) Ltd New DelhiRajan Nair and Varma M M : Marketing Management, Sultan Chand and Sons
6. Chhabra, T.N.,Principles of Marketing, Sun India Publication.

CASE STUDY	
1	Company X, a medium-sized e-commerce retailer specializing in fashion apparel, sought to expand its customer base, increase online sales, and enhance brand visibility through digital marketing initiatives. In this case study, we explore how Company X utilized digital marketing strategies to achieve its business objectives and drive growth in a competitive market. Data was collected from Company X's digital marketing campaigns, website analytics, social media platforms, and sales reports. Additionally, interviews were conducted with key stakeholders, including marketing managers, digital specialists, and senior executives, to gain insights into the company's digital marketing strategies and their impact on business performance. The case study highlights how

	<p>Company X successfully leveraged digital marketing strategies to achieve business growth, increase online sales, and enhance brand visibility. By developing targeted campaigns, optimizing website performance, and measuring campaign effectiveness, the company achieved significant results in a competitive e-commerce landscape.</p>
2	<p>Company Y, a multinational consumer goods company, recognized the importance of sustainability and environmental responsibility in its business operations. In response to growing consumer demand for eco-friendly products, the company developed and implemented green marketing strategies to promote its commitment to sustainability and drive business growth. This case study examines how Company Y embraced green marketing to achieve its sustainability goals while enhancing brand reputation and market competitiveness. Data was collected from Company Y's marketing campaigns, sales reports, consumer surveys, and sustainability reports. Additionally, interviews were conducted with key stakeholders, including marketing executives, product managers, and sustainability experts, to gain insights into the company's green marketing initiatives and their impact on business performance.</p>

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Subject Name	Negotiation and Selling Skills
Subject Code	PUCMS506M
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2. To introduce the students to the basic elements of the selling and a broad understanding regarding different models used for effective selling and negotiations.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to Negotiation	1.1	Negotiation: Meaning, Definition, Importance of Negotiation in Management, Elements of Negotiation, Types of Negotiation	15
		1.2	Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator	
		1.3	Negotiation Models: BATNA, Dyad, ZOPA, 9 Grid	
2	Introduction to Selling	2.1	Selling: Meaning, Characteristics, Functions, Role of Selling in economy.	15
		2.2	Prerequisites of selling , Differences in selling Situation, New business versus service selling,	
		2.3	Types of Selling : Newton's classification of sales types, McMurry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.	
3.	Competencies & Skills for Negotiation and Selling	3.1	Competencies of Good Salesperson:.Personality & Physical Characteristics Enthusiasm, Confidence, Intelligence, Self Worth Knowledge- Product, Competition, Market, Organization, Customer , Territory Communication and Persuasive Skills	15

		3.2	Skills for Effective Personal Selling: The opening-Need & problem identification -The presentation & demonstration- Dealing with Objectives- Negotiations- Closing the Sale- Follow up Skills for Effective Negotiations.	
		3.3	Customer Focussed Selling, Art of Persuasion	
4.	Major aspects of Negotiation and Selling	4.1	Selling to Various Stakeholders such as Dealers Suppliers, Vendors, Channel Partners, Superiors Subordinates, Team- Mates & Peers	15
		4.2	Selling to Customers – B2C, B2B,C2C, Products, Services, Intangibles & Projects	
		4.3	Strategic Selling for Start-ups Body Language for Negotiation & Selling	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

CO1 - Describe the concept of Negotiation, its importance and providing understanding of negotiation framework including legal Aspects.

CO2 - Outline the basics negotiation Models.

CO3 - Classify the types of selling and differences in selling Situation.

CO4 - Identify the various Competencies & Skills for Negotiation and Selling.

CO5 - Assess the Customer Focussed Selling, Art of Persuasion.

CO6 - Compose the skills required for dealing with stakeholders.

References:

1. Organizational Behavior by Fred Luthans (9th edition)
2. Managing Conflict & Negotiation by B. D. Singh – Excel Books
3. The Essentials of Negotiation – Harvard Business School Press
4. Negotiations Selling by Sameer Kulkarni – Excel Books
5. Negotiation & Selling by R. K. Srivastava – Excel Books

CASE STUDY	
1	<p>John is a sales manager at a software company, negotiating a contract with a potential client, Company XYZ, for the purchase of a new software solution. The negotiation process involves discussions on pricing, customization requirements, implementation timelines, and service level agreements (SLAs). This case study examines how John utilizes negotiation skills to secure a mutually beneficial agreement with Company XYZ. Challenges:</p> <ol style="list-style-type: none"> 1. Price Sensitivity: Company XYZ is price-sensitive and seeks to negotiate a lower price for the software solution while maintaining high-quality service and support. 2. Customization Demands: Company XYZ has specific customization requirements for the software solution, which may involve additional development costs and implementation complexities. 3. Tight Deadlines: Company XYZ requires a quick turnaround for the implementation of the software solution, posing challenges in meeting aggressive timelines while ensuring quality delivery.
2	Sarah is a sales associate at a high-end fashion boutique, responsible for selling luxury apparel and

accessories to discerning customers. This case study examines how Sarah utilizes selling skills to provide exceptional customer service, understand customer preferences, and drive sales at the boutique.

Challenges:

1. High-End Clientele: The boutique caters to a high-end clientele with sophisticated tastes and specific preferences for luxury brands and designer labels.
2. Product Knowledge: Sarah must possess in-depth knowledge of the boutique's product offerings, including fabric quality, design details, and brand heritage, to effectively communicate value to customers.
3. Upselling Opportunities: Sarah faces opportunities to upsell complementary products and accessories to customers, maximizing sales revenue and enhancing the shopping experience.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Compensation and Benefits Management
Course Code	PUCMS503H
Type of Course	Discipline Specific Elective (DSE)
Level	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To recognize how pay decisions help the organization achieve a competitive advantage
2. To understand the methods of compensation plans.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	INTRODUCTION TO COMPENSATION	1.1	Concept , Importance of compensation, Need of compensation , Components of compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc)	15
		1.2	Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Prerequisite of compensation management , institutional and cultural factors on compensation practices	
		1.3	Designing the Compensation System, design issues of compensation, compensation approaches, Compensation Scenario in India.	
2	STRATEGIC COMPENSATION PLANNING	2.1	Strategic compensation planning: Developing a total compensation strategy, the compensation structure, preparing salary matrix, fixing pay, significant compensation issues.	15
		2.2	Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans ,group incentive plans,team compensation, ESOPs , Performance measurement issues, incentive application	

		2.3	Executive compensation:elements of executive compensation and its management, Executive compensation in an international context	
3	MANAGING EMPLOYEE BENEFITS	3.1	Nature and types of benefits(employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits)benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.	15
		3.2	Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India.	
		3.3	Determining External Competitiveness and Benefits Management: Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.	
4	EMPLOYEE CONTRIBUTIONS AND LEGAL ISSUES IN COMPENSATION MANAGEMENT	4.1	Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups.	15
		4.2	Legal & Administrative Issues in Compensation Global Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay	
		4.3	Recent Trends: Golden Parachutes, e-Compensation, Pay for performance for global employees - practices in different industries, Employee benefits around the world, Compensation and Benefits in a global context.	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Understanding the components of compensation
- CO2 - Discussing the appropriate strategy for compensation planning
- CO3 - Discussing the various types of employee benefits
- CO4 - Evaluating the principles of wage determination
- CO5 - Analyzing legal and administrative issues in compensation management
- CO6 - Design rational and contemporary compensation systems in modern organizations

References:

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
3. B D Singh, Compensation And Reward Management, Excel Books, 2008
4. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). Compensation (13th ed.). McGraw-Hill Education.
5. Martocchio, J. J. (2020). Strategic compensation: A human resource management approach (10th ed.). Pearson.
6. Henderson, R. I. (2017). Compensation management in a knowledge-based world (11th ed.). Pearson

CASE STUDY	
1	<p>Company A, a mid-sized technology firm, recognized the need to enhance its compensation and benefits management practices to attract and retain top talent in a competitive market. The company embarked on a comprehensive Total Rewards strategy to align employee rewards with business objectives and create a supportive work environment conducive to employee engagement and performance. Challenges:</p> <ol style="list-style-type: none"> 1. Attraction and Retention: Company A faced challenges in attracting and retaining skilled employees due to competitive market conditions and limited resources for compensation and benefits. 2. Employee Engagement: Low employee morale and engagement levels were observed, impacting productivity and organizational performance. 3. Cost Constraints: The company needed to balance the need for competitive compensation and benefits with budgetary constraints and financial sustainability.
2	<p>Company B, a large manufacturing company, recognized the need to revamp its compensation structure to address issues related to pay equity, performance differentiation, and talent retention. The company embarked on a comprehensive redesign of its compensation strategy to create a fair, transparent, and performance-driven reward system. Challenges:</p> <ol style="list-style-type: none"> 1. Pay Equity: Company B faced challenges related to pay equity, with disparities observed among employees performing similar roles or possessing similar skills. 2. Performance Differentiation: The existing compensation structure did not effectively differentiate rewards based on individual performance, leading to issues of underperformance and lack of motivation. 3. Talent Retention: High-performing employees were leaving the company due to dissatisfaction with compensation levels and limited opportunities for career advancement.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Organisational Development and Change Management
Course Code	PUCMS504H
Type of Course	Discipline Specific Elective (DSE)
Level	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To introduce the basic concepts, foundation and interventions & create an awareness of the Ethical standards in OCD and Training Experience of Organizational Change & Development.
2. To give a comprehensive overview and to familiarize the student with the fundamental aspects of Organizational Change & Development.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to Organizational Change and Development	1.1	Organizational Change: Concept and Significance; Managing Change; stimulating forces- Change Agents- Planned Change – Unplanned Change – Models of organizational change: Lewis’s three step Model	15
		1.2	Resistance to change : Individual factors – Organisational factors - Techniques to overcome change Change Programs: Effectiveness of change programs Change Process – Job Redesign – Socio Technical Systems	
2	Introduction to Organizational Change and Development	2.1	Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing roadBlocks; Absorbing Changes into Organization	15
		2.2	Change and its Impact: Overview and Diagnosis to Change; Implementing Change; Strategies and Skills for Communicating Change; Consolidating Change	
		2.3	HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.	

3	Introduction to Organizational Change and Development	3.1	Introduction to Organizational Development Introduction, definition, emerging concept organizational transformation and history of OD. Foundations of Organizational development. Fundamental interventions of OD, Classification of OD Interventions.	15
		3.2	Recent organisation development strategies Implementation guidelines & issues, strategies of OD implementation OD Interventions: An overview. Characteristics of OD Interventions. Structural Interventions, Training Experience.	
		3.3	Training Experience: T-Groups, Behavioral Modeling and Career Anchors. Team Interventions, Intergroup and Third-Party Peace-Making Interventions	
4	Introduction to Organizational Change and Development	4.1	Issue in Consultant-Client Relations: Entry and Contracting, Defining the Client System, Trust, the Nature of the Consultant's Expertise, Diagnosis and Appropriate.	15
		4.2	Interventions: Depth of Intervention, on Being Absorbed by the Cultural, the Consultant as a Model, the Consultant Team as a Microcosm, the Dependency Issue and Terminating the Relationship	
		4.3	Ethical standards in OD: Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

CO1 - Describe the conceptual framework of OCD and its relevance in the organization.

CO2 - Outline the Introduction to Organizational Development, Change and its Impact that influence an individual to react and behave in an organization.

CO3 - Identify the applicability of the concept of OD Interventions and Training Experience in organizational development.

CO4 - Examine the difficulties faced by the management in managing the complexities associated with individual and change development.

CO5 - Evaluate appropriate issues in Consultant-Client Relations that can be implemented in the organization development.

CO6 - Construct & Plan organizational system, including Ethical standards in organizational development and change.

References:

1. [Handbook for Strategic HR: Best Practices in Organization Development from the OD Network \(ODNetwork \(Editor\), John Vogelsang \(Editor\), Maya Townsend \(Editor\)\)](#)
2. This book is a collection of 78 articles from a variety of OD Professionals. The main reason for reading this book is that it helps the reader learn a greater role of the HR professional as OD consultants which involve strategy development, work design and cultural change. You can also get HRCI credit.
3. [Best Practices in Organization Development and Change: Culture, Leadership,](#)

[Retention, Performance Coaching \(Louis Carter, David Giber, Marshall Goldsmith, Richard F. Beckhard, W. Warner Burke, Edward E. Lawler III, Beverly L. Kaye, Jay Alden Conger, John Sullivan\)](#)

4. This book is a compilation of what the most effective OD techniques individuals and organizations are using to become successful. If you want to learn about how these companies are using OD, Leadership Development, Talent Management, and Coaching to up their game, then this book is for you.
5. [Flawless Consulting: Your Guide to Getting Your Expertise Used \(Peter Block\): Process Consultation Revisited \(Edgar Schein\)](#)
6. This book guides us on how to navigate a complex and changing world by addressing the challenges surrounding us as OD professionals. It also helps us use questions and implement other OD tools more effectively so that we are able to get the results we are looking for.

CASE STUDY	
1	<p>Company A, a multinational technology firm, embarked on a transformational journey to adapt to changing market dynamics, enhance organizational effectiveness, and foster a culture of innovation. This case study examines how Company A implemented organizational development (OD) and change management strategies to navigate through a period of significant transformation and achieve sustainable growth. Challenges:</p> <ol style="list-style-type: none"> 1. Market Disruption: Company A faced increasing competition and disruption from emerging technologies and new market entrants, necessitating strategic changes to maintain competitiveness. 2. Silos and Resistance: Siloed organizational structure and resistance to change among employees hindered collaboration, innovation, and agility. 3. Legacy Systems: Outdated systems and processes impeded efficiency and scalability, limiting the company's ability to adapt to evolving customer needs and market trends.
2	<p>Company B, a medium-sized manufacturing company, faced challenges related to stagnant growth, declining profitability, and employee morale. To address these issues, the company embarked on a comprehensive organizational development (OD) and change management initiative aimed at revitalizing the organization and driving performance improvement. Challenges:</p> <ol style="list-style-type: none"> 1. Stagnant Growth: Company B experienced stagnant growth due to increased competition, changing customer preferences, and market saturation. 2. Operational Inefficiencies: Outdated processes, lack of innovation, and poor resource allocation resulted in operational inefficiencies and increased costs. 3. Low Employee Morale: Employees felt demotivated and disengaged due to a lack of recognition, career development opportunities, and a rigid organizational culture.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	V
Course Name	Performance Management & Career Planning
Course Code	PUCMS505H
Type of Course	Discipline Specific Elective (DSE)
Level	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To give the students a thorough understanding of performance management so that they may apply in their profession.
2. To give the students a knowledge of career planning and development and the role of ethics in performance management and importance of Performance appraisal.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Performance Management - An Overview	1.1	Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need And Importance, Scope, Performance Management Process	15
		1.2	Prerequisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle	
		1.3	Best Practices in Performance Management. Future of Performance Management. Role of Technology in Performance Management	
2	Performance Planning	2.1	Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking. Performance Managing – Meaning, Objectives, Process	15
		2.2	Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach Performance Monitoring–Meaning, Objectives and Process.	

		2.3	Performance Management Implementation – Strategies for Effective Implementation of Performance Management , Impact of Pandemic on Performance Management	
3	Ethical Aspect	3.1	Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management	15
		3.2	Under Performers and Approaches to Manage Under Performers, Retraining and its importance Key Issues and Challenges in Performance Management	
		3.3	Potential Appraisal: Steps, Advantages and Limitations. Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay. Trends in PM	
4	Career Planning	4.1	Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning	15
		4.2	Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives . Role of Technology in Career Planning and Development.	
		4.3	Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model . Importance of Career Planning Trends in Career Planning	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

CO 1 – Defining the terms performance and career

CO 2 – Understanding various concepts relating to performance and career.

CO 3 – Applying the Ethical ways in practice of performance system

CO 4 – Identifying the issues and challenges faced in performance management.

CO 5 – Evaluating the performance through various criteria.

CO 6 – Designing a suitable plan for performance system and career planning.

References:

1. Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
2. Armstrong, Michael, Baron, Performance Management, Jaico Publishers
3. Robert Bacal, Performance Management, McGraw-Hill Education, 2007
4. T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.
5. Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.
6. A.S. Kohli, T. Deb, Performance Management, Oxford University Press

CASE STUDY

1 Tech Company A, a leading software development firm, recognized the importance of aligning performance management with career planning to foster employee growth and organizational success. This case study explores how Tech Company A implemented performance management and career planning initiatives to develop talent, improve employee engagement, and drive business outcomes. Challenges:

1. Lack of Alignment: Tech Company A faced challenges with aligning individual performance goals with long-term career aspirations, resulting in disengagement and turnover among employees.
2. Limited Development Opportunities: Employees expressed frustration with limited opportunities for career advancement and skill development within the organization, leading to decreased motivation and retention issues.
3. Ineffective Feedback Mechanisms: The performance evaluation process lacked transparency and consistency, making it difficult for employees to understand expectations and receive constructive feedback on their performance.

2 Financial Institution B, a prominent banking institution, recognized the need to enhance its performance management and career planning processes to attract, retain, and develop top talent in a competitive industry. This case study examines how Financial Institution B implemented performance management and career planning strategies to optimize employee performance, foster career growth, and achieve organizational objectives.

Challenges:

1. Lack of Clarity: Employees at Financial Institution B expressed confusion over performance expectations and career advancement opportunities within the organization, leading to disengagement and turnover.
2. Inadequate Feedback: The performance evaluation process lacked transparency and specificity, making it difficult for employees to understand their strengths and areas for improvement.
3. Limited Development Opportunities: Employees felt stagnant in their careers due to limited opportunities for skill development and advancement within the organization, leading to decreased motivation and morale.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	V
Course Name	Management of Conflict and Negotiation
Course Code	PUCMS506H
Type of Course	Discipline Specific Elective (DSE)
Level	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To understand the nature of conflicts, their causes and outcomes
2. To get insight into negotiations and to understand the role of third party negotiation and skills for effective negotiation

Unit No.	Name of Module	Topic No.	Name of Topic	Hours
1	Overview of Conflict	1.1	Conflict: Concept, Nature, Transitions in Conflict Thought – Traditional View, Human Relations View & Interactionist View, Functional and Dysfunctional Conflict, Levels of Conflicts, Process of Conflicts	15
		1.2	Industrial/Organizational Conflict: Concept, Causes, Benefits & Limitations of Conflicts to the Organization	
		1.3	Conflict Outcomes: Win-Lose, Lose-Lose, Compromise & Win-Win Five belief domains of Conflicts: Superiority, Injustice, Vulnerability, Distrust & Helplessness	
2	Conflict Management	2.1	Conflict management: Concept, Need, Importance, Models of Conflict: (Process & Structural), Conflict Resolution Strategies: Competing, Accommodating, Avoiding, Compromising & Collaborative Strategies for resolving conflicts at: Intra-personal, Inter-personal, Intra-group & Inter group levels	15

		2.2	Prevention of Industrial Conflicts: Labor Welfare Officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure & Collective Bargaining	
		2.3	Settlement of Conflicts – Investigation, Mediation, Conciliation, Voluntary Arbitration, Compulsory Arbitration, Labor Courts, Industrial Tribunals & National Tribunals	

3	Overview of Negotiation	3.1	Negotiation: Concept, Importance of Negotiation, Process, Identifying BATNA (Best Alternative to a negotiated agreement) & ZOPA (Zone of possible Agreement) in the Negotiation Process, Factors/Elements affecting negotiation, Challenges for an Effective Negotiation Role of Communication, Personality and Emotions in Negotiation. Distributive and Integrative Negotiation (concepts)	15
		3.2	Cross-Cultural Negotiation: Concept, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation. Types of Negotiations in Corporates/Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations	
		3.3	International Negotiations: Concept, Factors affecting negotiation	
4	Managing Negotiation, Ethics in Negotiation and 3D Negotiation	4.1	Third Party Negotiation Mediation – Concept & Role of Mediator Arbitration – Concept & Role of Arbitrator Conciliation – Concept & Role of Conciliator Consultation – Concept & Role of Consultant	15
		4.2	Skills for Effective Negotiation, Negotiation as an Approach to Manage Conflicts, Ethics in Negotiation Concept, Need, & Ethically Ambiguous Negotiation Tactics Culture and Negotiation: Concept & Influence of culture on negotiations	
		4.3	3D Negotiation: Concept & The 3 Dimensions for successful negotiations	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe basic concepts and skills related to conflict management and negotiation
- CO2 - Demonstrate the ability to think critically, solve problems, and make decisions.
- CO3 - Identify and analyse different conflict styles and how these styles impact effective work relationships.
- CO4 - Analyze negotiation strategies to resolve conflicts in a diverse workplace environment.
- CO5 - Develop basic skills of the students in handling conflict and negotiation
- CO6 - Elaborate ethical practices in negotiation, mediation, and in efforts to resolve conflicts

References:

- 1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
- 2. B. D. Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
- 3. Conflict Management: A practical guide to developing Negotiation Strategies – Barbara A. Budjac Corvette (Pearson New International Edition, Latest Edition)
- 4. The Conflict Survival Kit: Tools for Resolving Conflict at Work, Goodwin, Cliff and Griffith, Daniel B., Prentice Hall, Latest Edition
- 5. Negotiation, Decision making and Conflict management, Vol 1, Max H. Bazerman, Edward Elgar, 2005 Edition.

CASE STUDY	
1	<p>Company X, a large manufacturing firm, faced persistent conflict between its production and marketing departments. The production team prioritized efficiency and cost-saving measures, often resulting in delays in product delivery. On the other hand, the marketing team focused on meeting customer demands and deadlines, leading to friction over conflicting priorities. This case study explores how Company X managed and resolved interdepartmental conflict through effective negotiation and collaboration. Challenges:</p> <ul style="list-style-type: none">1. Conflicting Objectives: The production and marketing departments had divergent goals, with the former prioritizing cost efficiency and the latter emphasizing customer satisfaction and market responsiveness.2. Communication Breakdown: Poor communication between departments exacerbated misunderstandings and fueled resentment, leading to a breakdown in collaboration and trust.3. Resource Allocation: Limited resources and budget constraints added pressure on both departments, intensifying competition for resources and exacerbating conflict over priorities.
2	<p>Company Y, a manufacturing company with a unionized workforce, faced challenges in negotiating a new collective bargaining agreement (CBA) with its labor union. Both parties had divergent interests and concerns, leading to tensions and deadlock in negotiations. This case study explores how Company Y effectively managed the negotiation process and reached a mutually beneficial agreement with its unionized employees. Challenges:</p> <ul style="list-style-type: none">1. Divergent Interests: Company Y and the labor union had conflicting priorities and interests regarding wages, benefits, working conditions, and job security.2. Limited Resources: Company Y faced financial constraints and competitive pressures, making it challenging to meet all of the union's demands while remaining profitable and competitive.3. Time Pressure: With the expiration of the existing CBA approaching, there was pressure to reach a new agreement promptly to avoid disruptions to operations and maintain labor peace.

BOS	Department of Skill Development & Entrepreneurship
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	V
Course Name	Emotional Intelligence
Course Code	PUCMS507
Type of Course	Skill Enhancement Course (SEC)
Level	Specialisation
Total Credits for the Course	2

Course Objectives:

1. To learn how to lead with emotional intelligence
2. To study different aspects of self-management, building on the foundation of
 - (i) Self-regulation (ii) Social skills and empathy and (iii) Relationship Management

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1.	Introduction to Emotional Intelligence and Self awareness	1.1	Introduction to Emotional Intelligence. Dimensions of Emotional Intelligence. Difference between EQ v/s IQ.	15
		1.2	Emotional Competencies. Importance of EI. The concept of Emotional Hijacking.	
		1.3	Meaning of Self-Awareness, benefits of Self-awareness, Self-Awareness Strategies, Self-Awareness Skills.	
2	Self-Regulation & Elements.	2.1	Introduction to Self-Regulation Self-regulation strategies.	10
		2.2	Self-Control, Meaning of Self-Control, Three Habits of Self-Control, Assessing your Self-Control, Developing Self-Control	
		2.3	Concepts of Trustworthiness, Conscientiousness & Adaptability.	
		2.4	Innovation and Innovation Skills	
3	Social Skills and empathy	3.1	Social Skills in EI, Meaning, Elements: Persuasion and Influencing Skills, Communication Skills, Conflict Management Skills, Leadership Skills, Change Management Skills, Building Bonds (Rapport), Collaboration and Cooperation Team-Working Skill	10
		3.2	Empathy: Meaning, Types, Elements, Tactics.	

4	Relationship Management	4.1	Relationship Management in EI: Understanding Relationship management, Strategies, Relationship management Skills.	10
		4.2	The competencies associated with relationship management, Influence, Leadership, Developing Communication, Change Catalyst. Four criteria for effective relationship management: Decision, interaction, Outcome, Needs.	
TOTAL NUMBER OF LECTURES				45

Course Outcomes:

- CO1 - Describe the value of emotional intelligence for professional success.
- CO2 - Relate the impact of self-awareness & self-control on others.
- CO3 - Develop strategies for strengthening empathy.
- CO4 - Examine capabilities to demonstrate social awareness through empathy.
- CO5 - Justify actions to create connections and build relationships for greater professional effectiveness.
- CO6 - Construct methodology for managing emotions.

References:

1. Emotional Intelligence, Daniel Goleman, Bloomsbury Publishing
2. Emotional Intelligence: Why It Can Matter More Than IQ, Daniel Goleman, Bantam
3. Emotional Intelligence 2.0, by [Travis Bradberry](#), [Jean Greaves](#), Perseus Books Group
4. <https://www.skillsyouneed.com/ps/self-control.html>
5. <https://www.passingthebatonpodcast.com/relationship-management/>
6. <http://www.free-management-ebooks.com/faqpp/developing-05.htm>

CASE STUDY	
1	<p>Company X, a multinational corporation, faced challenges in leadership effectiveness, employee engagement, and team performance. Recognizing the importance of emotional intelligence (EI) in leadership, the company embarked on a journey to develop and enhance EI competencies among its leadership team. This case study explores how Company X leveraged emotional intelligence to improve leadership effectiveness and drive organizational success.</p> <p>Challenges:</p> <ol style="list-style-type: none"> 1. Low Employee Engagement: Company X experienced low levels of employee engagement and morale, leading to decreased productivity and retention issues. 2. Poor Team Dynamics: Interpersonal conflicts and communication breakdowns hindered collaboration and teamwork within departments and across teams. 3. Lack of Leadership Effectiveness: Managers struggled to inspire and motivate their teams, resulting in suboptimal performance and missed targets.
2	<p>Company Y, a leading service-oriented organization, identified opportunities to enhance its customer service delivery by leveraging emotional intelligence (EI) among its frontline staff. This case study explores how Company Y integrated EI principles into its customer service practices to improve customer satisfaction, loyalty, and retention.</p> <p>Challenges:</p> <ol style="list-style-type: none"> 1. Customer Dissatisfaction: Company Y received feedback indicating that customers were dissatisfied with the quality of service provided by frontline staff, citing issues such as lack of empathy, poor

communication, and inadequate problem-solving.

2. High Turnover: High turnover rates among frontline staff impacted service consistency and continuity, leading to gaps in customer service delivery and decreased customer satisfaction.
3. Competitive Pressures: In a competitive market, Company Y faced challenges in differentiating its service offerings and maintaining a competitive edge in attracting and retaining customers.

SEMESTER VI

BOS	Business Management
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	International Business
Course Code	PUCMS601
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the Course	3

Course Objectives:

1. The course is designed to develop a deep understanding of international business.
2. The course aims to analyze business relations of Indian businesses in foreign environments.

Unit No.	Name of Unit	Name of the Topic	Hours
1	Introduction to International Business	1.1. Meaning, Evolution of International Business, Characteristic features of International Business, Factors affecting International Business.	15
		1.2. Changing Scenario of International Business, Advantages of International Business, Problems of International Business.	
		1.3. Objective, Scope, Domestic Business v/s International Business, Reasons for International Business – For Corporates and Country, Modes of Entry and Operation.	
		1.4. Globalization, Concept and Practice, Role of Global Organization, Stages of building Global companies and competitiveness, Global competitive advantages of India - Sectors and Industries – Case study.	
2	International Business Environment & MNCs.	2.1. Introduction To International Business Environment, Social and Cultural Environment, Demographic environment.	15
		2.2. Technological Environment, Economic Environment, Political Environment. International trading environment	
		2.3. Multinational Corporations: Definition, Definitions and Concepts, Factors that Contributed for the Growth of MNCs, Advantages And Disadvantages, Control over MNCs,	
		2.4. Organisational Structure of MNCs, Relationship between Headquarters and Subsidiaries, MNCs in India, The Indianisation of Transnationals	

3	International Organisations and Regional Trade Agreements: Their role in International Business	3.1. WTO, World Bank, ADB, IMF and others.	15
		3.2. Regional Trade Agreements and Free Trade Agreements (RTA and FTA), NAFTA, EC ASEAN, COMESA, LAC, Others.	
		3.3. Trade Theories and relevance in International Business, Absolute advantage, Comparative advantage, Competitive advantages. Purchasing power points, PLC theory, Others.	
		3.4. Barriers to International Business, Tariff and non tariff barriers.	
4	International Business with reference to Indian Business Environment.	4.1. Trade Policy and Regulation of India: Trade strategy of India; economic policy liberalisations.	15
		4.2. Foreign trade policy 2015-20; regulation and promotion of foreign trade; Foreign Trade (Development and Regulation) Act, 1992.	
		4.3. Trade and BOP of India: Highlights of India's trade performance; determinants of exports; determinants of imports; major exports; major imports; direction of trade; services trade; balance of payments; problems of India's export sector.	
		4.4. Some Issues in International Business: Business ethics; social responsibility of business; environmental issues; labour issues.	
TOTAL NO OF LECTURES			60

Course Outcomes:

- CO1 - Familiarizing the concept of International Business.
- CO2 - Identify elements of International Business.
- CO3 - Understand mode of entry and the need of International Business.
- CO4 - Analysis of International Business Environment.
- CO5 - Explaining International Organizations and Regional Trade Agreements: Their role in International Business.
- CO6 - Create an ethical international business environment.

References:

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao

CASE STUDY

1

McDonald's: A Global Fast Food Empire

When it comes to successful international business ventures, McDonald's is often at the top of the list. From its humble beginnings in the United States, McDonald's has grown into a global fast-food empire with a presence in over 100 countries.

Key factors contributing to McDonald's international success include:

- **Adaptation to Local Tastes:** McDonald's has a knack for tailoring its menu to local preferences. For instance, in India, where many people are vegetarian, they offer a range of vegetarian options, including the McAloo Tikki burger.
- **Local Partnerships:** McDonald's often partners with local businesses and entrepreneurs who understand the culture and market dynamics, helping to navigate regulatory hurdles and establish a strong local presence.
- **Consistency in Quality:** While adapting to local tastes, McDonald's maintains strict quality standards globally, ensuring that customers receive a consistent experience.

2

Coca-Cola: A Global Beverage Giant

Coca-Cola, the iconic beverage company, is another exemplary case of successful international expansion. Coca-Cola products are sold in nearly every country on Earth, and the brand is universally recognized.

Key success factors for Coca-Cola's international business ventures include:

- **Global Branding:** Coca-Cola's strong brand identity and consistent messaging have allowed it to resonate with consumers worldwide. The iconic red logo and catchy advertising have transcended cultural and linguistic barriers.
- **Localized Marketing:** While maintaining a global brand image, Coca-Cola tailors its marketing campaigns to fit local cultures and preferences. For example, they often feature regional celebrities in advertisements.
- **Distribution Network:** Coca-Cola's extensive distribution network ensures that its products are readily available in even the most remote corners of the world.

BOS	Business Management
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	Business Analytics
Course Code	PUCMS602
Type of Course	Discipline Specific Core (DSC)
Level	Advanced
Total Credits for the Course	3

Course Objectives:

1. To understand the importance and implications of Correlation and Regression Analysis on Business Development
2. To understand the concept of Probability and its importance in various applications.

Unit No	Name Of Unit	Topic No	Name of Topic	Hours
I	Descriptive Statistics	1.1	Correlation Analysis: Karl Pearson's Correlation Coefficient and Rank Correlation Coefficients	15
		1.2	Multiple Correlation Coefficients, Partial Correlation and Semi Partial Correlation	
		1.3	Regression Analysis: Fitting a Regression Line and Interpretation of the Results. Relationship between Correlation Coefficient and Regression Coefficients	
		1.4	Multiple Regression Analysis	
II	Probability Theory and Distributions	2.1	Theory of Probability, Addition and Multiplication Law, Baye's Theorem	15
		2.2	Probability Distributions	
		2.3	Concept and applications of Binomial, Poisson Distributions	
		2.4	Normal Distributions	
III	Hypothesis Testing	3.1	Population, Sample, Sampling Theory, Random Samples and Random Numbers, Central Limit theorem (statement only).	15

		3.2	Sampling Distribution of Means, Point and Interval estimate of Single Mean, Single Proportion from sample of Large Size.	
		3.3	Statistical tests: Null and alternate hypothesis, Types of errors, Critical region, Level of significance, One tailed and two tailed test	
		3.4	Large sample tests (z test) single mean, two means, single proportion and two proportion	
		3.5	Small Sampling Theory: Small Samples, t-test one sample mean, paired t test, unpaired t test	
IV	Chi-square test & Business Analytics	4.1	Need for Non-Parametric test. Difference between parametric and Non parametric test. The Chi-Square Test: Observed and Theoretical Frequencies, Definition of Chi-Square.	15
		4.2	Meaning, types and application of Business Analytics	
		4.3	Use of Spreadsheet to analyze data – Descriptive and Predictive Analytics.	
TOTAL NO OF LECTURES				60

Course Outcomes:

- CO1 - Gaining Knowledge about the relationship of Correlation and Regression Co - efficient
CO2 - To Compute and Estimate Correlation and Regression Co – efficient and understand their implications on Business Development
CO3 - Applying the basic concepts of Probability to evaluate probability distributions for discrete and continuous random sampling
CO4 - Determination of Inferential Statistics by hypothetical testing for small and large size sampling data.
CO5 - Practical application of descriptive and inferential statistics and evaluating the results
CO6 - Practical Application with the usage of spreadsheet and evaluating and analysing the implications of Descriptive and Inferential Statistics in Business Analytics.

References:

1. Gupta, S.C. and Kapoor, V.K. (2002) : Fundamentals of Mathematical Statistics, S. Chand and Sons, New Delhi
2. Gupta, S.C. and Kapoor, V.K. (4th Edition) : Applied Statistics, S. Chand and Son's, New Delhi
3. Ross, S.M. (2006): A First course in probability. 6th Edⁿ Pearson
4. Evans, J. R., & Olson, D. L. (2021). Introduction to business analytics (3rd ed.). Cengage Learning.
5. Sharda, R., Delen, D., & Turban, E. (2021). Business analytics (4th ed.). Pearson.
6. Watson, H. J., & Reck, J. L. (2020). Data strategy and the enterprise data executive: Ensuring that business and IT are in alignment in the post-big data era. Morgan Kaufmann.

CASE STUDY

1

Whole Foods has grown rapidly over the past few years, and they now have 460 stores throughout the US, Canada, and the UK.

The expansion itself is fairly impressive for the niche natural food supermarket that got its start in 1980 and is now a subsidiary of Amazon. What's even more impressive, though, is how the natural foods supermarket is adjusting to their large-scale operations.

As Whole Foods grew, data analysts within the company were beginning to use ad-hoc and piece meal solutions for data aggregation and analysis. This resulted in data that wasn't always accurate and, in turn, lost stakeholder trust.

By committing to a Tableau overhaul, however, Whole Foods was able to create a single source of truth for their data. Tableau allows them to create data visualizations and dashboards that empower their employees in day-to-day decisions all across the globe, while also contributing to long term strategy.

The natural foods market now has over 18,000 Tableau users across their company, effectively transforming their operations and becoming much more efficient.

2

The Spotify suggested listening algorithm is considered to be one of the best on the market when compared to other music streaming applications. This is no accident.

Spotify has long been known for their dominance in the music streaming space, and have greatly risen the expectations of consumers in this industry. One of the reasons that Spotify is such a popular choice among avid music lovers is because of their unmatched suggested listening algorithm powered by business intelligence and data analytics.

By aggregating user listening data and pairing it with powerful business intelligence and data analytics tools, Spotify creates unique playlists for individual listeners on a daily, weekly, and even annual basis.

This incredibly personalized listening experience is one of the many reasons users flock to Spotify and contribute to their dominant market share of over 30%, which is the highest in the music streaming platform industry.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	International Finance
Course Code	PUCMS603F
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance
2. The course aims to give a comprehensive overview of International Finance as a separate area in International Business

Unit No.	Name of Unit	Name of the Topic		No. of Lectures
1	Fundamentals of International Finance	1.1	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	15
		1.2	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.	
		1.3	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	
		1.4	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	

2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	2.1	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)	15
2.2	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),			
2.3	Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)			
2.4	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 in India			
3	World Financial Markets & Institutions & Risks	3.1	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	15
3.2	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			
3.3	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			
3.4	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			

4	Foreign Exchange Risk, Appraisal & Tax Management	4.1	a) Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation	15
		4.2	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	
		4.3	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	
TOTAL NUMBER OF LECTURES				45

Course Outcomes:

- CO1 - Develop skills of interpretation of concept of international trade, foreign exchange and international market
CO2 - Relate the concept in foreign exchange with the calculation of currency rates and exchange rates
CO3 - Justify different phases of exchange rate development and foreign exchange theories
CO4 - Describe different foreign exchange market and its products with its practical implications and working.
CO5 - Examine the capability to calculate annualised forward margin, swap, options, forwards and futures.
CO6 - Construct method for calculation of international project appraisal with different methods after understanding risk and tax environment

References:

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

CASE STUDY	
1	<p>Company Z, a multinational corporation operating in the technology sector, faced significant challenges related to currency volatility in its international operations. This case study examines how Company Z managed currency risk and optimized its financial strategies to navigate the complexities of international finance.</p> <p>Challenges:</p> <ul style="list-style-type: none"> • Currency Exposure: Company Z conducted business operations across multiple countries, leading to exposure to fluctuations in foreign exchange rates, which impacted revenue, expenses, and profitability. • Market Uncertainty: Political events, economic instability, and geopolitical tensions contributed to increased volatility in currency markets, making it challenging to predict and manage currency risk effectively. • Financial Reporting: Currency fluctuations affected the translation of financial statements from foreign subsidiaries into the reporting currency, impacting the accuracy and

	comparability of financial results.
2	<p>Outcomes:</p> <ul style="list-style-type: none">● Risk Mitigation: Company Z's hedging strategies helped mitigate currency risk and stabilize financial results, reducing the impact of exchange rate fluctuations on revenue and profitability.● Cost Savings: Effective currency risk management enabled Company Z to achieve cost savings by minimizing losses from adverse exchange rate movements and optimizing hedging strategies to reduce hedging costs.● Financial Reporting Accuracy: Company Z improved the accuracy and reliability of financial reporting by accounting for currency translation effects and minimizing the impact of exchange rate fluctuations on reported earnings.● Stakeholder Confidence: Transparent and proactive communication about currency risk management strategies enhanced stakeholder confidence and trust in Company Z's ability to navigate international finance challenges effectively.● Competitive Advantage: Company Z's disciplined approach to currency risk management provided a competitive advantage by enhancing financial stability, reducing earnings volatility, and improving predictability in financial performance.

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	Commodity and Derivative
Course Code	PUCMS604F
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To understand the concepts related to Commodities and Derivatives market
2. To study the various aspects related to options and futures

Unit No.	Name of Unit	Name of the Topic	Hours
1	INTRODUCTION OF DERIVATIVES	1.1 Derivatives definition, Types of derivatives, Products, Participants and Functions, Exchange traded vs.	15
		OTC Derivatives -How Commodity Derivatives differ from financial Derivatives – Warehousing	
		1.2 Global Commodity Exchanges, Commodity Exchanges in India, Kabra committee Report, Trading instruments (practical Sums)	
2	PRICING COMMODITY DERIVATIVES TRADING: BASIC CONCEPTS	2.1 Investment assets v/s. Consumption assets-The Cost of Carry Model - Pricing futures contracts on investment commodities	15
		2.2 Pricing futures contracts on consumption commodities-The futures basics- Concept of Hedging, Speculation, Arbitrage (Practical sums)	
3		3.1 Basic concepts such as Margins, Circuit filters - delivery norms – Contracts specifications, Trading system, and Entities in the trading system, Trader workstation, Order types and conditions, Exposure limits, Commodities to be traded	15
		3.2 Types of commodities: Bullion (silver and Gold), Agricultural commodities. Clearing, settlement and Risk Management: Calendar and Settlement schedule, Position determination, Settlement mechanism, Daily mark to market settlement, Settlement price. Daily settlement price, Final settlement price, Margining – Initial margin, Daily mark to Market margin, NSCCCL span. Final Settlement: Cash settlement, Physical settlement	

4	REGULATORY FRAMEWORK	Rules governing Commodity derivatives-Derivatives Exchange, Rules Governing Intermediaries, Investor Grievances, Arbitration Rules.	15
TOTAL NO OF LECTURES			60

Course Outcomes:

- CO1 - Describe the concept of derivatives in commodity markets in the domestic & global economies.
- CO2 - Explain the terminologies, participants, functions & operations of commodity derivatives.
- CO3 - Identify various pricing models applicable in commodities derivatives.
- CO4 - Distinguish types of commodities on the basis of trading & settlement mechanisms.
- CO5 - Determine the significance of commodity derivative trading in financial markets.
- CO6 - Propose a plan on how to invest in commodity derivative markets.

References:

1. Commodities Market Module, Workbook from NSE
2. Chatnani, (2010), Commodity Markets, 1st edition, Tata McGraw Hill.
3. Kleinman, George, (2001), Commodity Futures & Options, 2nd (revised, illustrated edition), Prentice Hall.
4. Stephens, John. (2001), Managing Commodity Risk, John Wiley & Sons.
5. Indian Institute of Banking & Finance, (2007), Commodity Derivatives, Macmillan India Ltd.

CASE STUDY	
1	Company A is a large agricultural producer specializing in the cultivation of wheat, corn, and soybeans. Due to the volatility of commodity prices in the agricultural sector, Company A faces significant risks related to fluctuations in crop prices, which can impact its revenue and profitability. This case study examines how Company A utilizes derivative instruments to hedge commodity price risk effectively. Company A's experience demonstrates the importance of using derivative instruments to hedge commodity price risk effectively in the agricultural sector. By implementing a comprehensive risk management strategy and utilizing futures, options, forwards, and swaps, Company A achieves greater stability in revenue and profitability, enhances its competitive position, and improves financial performance amidst commodity price volatility.
2	Company B is a leading oil and gas exploration and production company operating globally. Given the volatility of energy prices, Company B faces significant risks related to fluctuations in crude oil and natural gas prices, which can impact its revenue, cash flow, and profitability. This case study explores how Company B employs derivative instruments to manage energy price risk effectively. Company B's experience highlights the importance of using derivative instruments to manage energy price risk effectively in the oil and gas industry. By implementing a comprehensive risk management strategy and utilizing futures, options, and swaps, Company B achieves greater stability in revenue and cash flow, enhances its competitive position, and improves financial resilience amidst energy price volatility.

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Subject Name	Strategic Financial Management
Subject Code	PUCMS605F
Level of Subject	Specialisation
Type of Course	Discipline Specific Elective (DSE)
Total Credits for the Course	3

Course Objectives:

1. To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability
2. Changing scenario in Banking Sector and the inclination of learners towards choosing banking as a career option has made study of financial management in banking sector inevitable

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Dividend Decision and XBRL	1.1	Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy	15
		1.2	XBRL: Introduction, Advantages and Disadvantages and Users	
2	Capital Budgeting	2.1	Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Practical Problem: Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Decision Tree Analysis, and Construction of Decision Tree.	15
3	Shareholder Value and Corporate Restructuring	3.1	Shareholder Value: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach. Calculation of EVA and MVA	15
		3.2	Corporate Restructuring: Meaning, Types, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact. (Practical Problem)	

4	Lease and Hire Purchase Financing and Working Capital Financing	4.1	Introduction - Meaning and Types of Leases Calculation of Cash Flows of a Finance Lease Hire Purchase - Meaning, Need and Importance, Calculation of Hire Purchase Installments.	15
		4.2	Working Capital Financing: Introduction - Key Features and Characteristics of Trade Credit, Bank Credit, Commercial Papers, Certificate of Deposits and Factoring Practical Problems Based on Factoring and Calculations of Yield of CP's and CD's	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe the different dividend decision model.
- CO2 - Illustrate the correct use of Risk and Uncertainty in Capital Budgeting
- CO3 - Calculate EVA and MVA of the firm.
- CO4 - Identify effect of Merger on EPS and MPS.
- CO5 - Compare lease financing and hire purchase financing.
- CO6 - Measuring factoring cost and yield of CP's and CD's.

References:

1. C. Paramasivan & T. Subramanian, Financial Management
2. IM Pandey, Financial Management
3. Ravi Kishor, Financial Management
4. Khan & Jain, Financial Management
5. Van Horne & Wachowiz, Fundamentals of Financial Management
6. Prasanna Chandra, Strategic Financial Management

CASE STUDY

1	Company X, a global manufacturing company, faced challenges related to financial performance and capital allocation decisions. This case study examines how Company X implemented strategic financial management practices to optimize capital structure, maximize shareholder value, and achieve long-term financial sustainability. Company X's experience demonstrates the importance of strategic financial management in achieving long-term financial sustainability and creating shareholder value. By optimizing capital structure, evaluating investment opportunities, managing costs, and mitigating financial risks, Company X achieved improved financial performance and enhanced competitiveness in the global marketplace.
2	Company Y, a multinational hospitality corporation, faced challenges related to financial management and performance optimization in a competitive market environment. This case study explores how Company Y implemented strategic financial management practices to drive profitability, enhance operational efficiency, and achieve sustainable growth. Company Y's experience underscores the importance of strategic financial management in the hospitality industry, where revenue management, cost control, investment decisions, and financial risk management are critical to success. By implementing effective financial management practices, Company Y achieved improved financial performance, enhanced competitiveness, and sustainable growth in a dynamic and challenging market environment.

BOS	Accountancy
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Subject Name	Financial Modelling
Subject Code	PUCMS606F
Level of Subject	Specialisation
Type of Course	Discipline Specific Elective (DSE)
Total Credits for the Course	3

Course Objectives:

1. To understand the relevance of financial models for various corporate finance purposes.
2. To know how to build financial models for various corporate finance applications and solve basic corporate finance problems in Excel.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to Financial Modeling	1.1	Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance sheet, Cash Flow Statement, Financial Statement Analysis, Preparation of Financial Analysis Report, Purposes and applications of financial modeling in finance. Financial modelling dos and don'ts	10
2	Basics of MS Excel	2.1	MS Excel: Excel formulas for financial applications, Working with shortcuts in Microsoft Excel.	10
3	Financial Modelling for general corporate financial topics	3.1	Financial statement analysis with Microsoft Excel. Key performance indicators and Vertical and horizontal analyses. Forecasting and business planning with Microsoft Excel: Building an integrated financial model. Linking balance sheet, profit and loss statement and cash flow statement forecasts. Liquidity and cash flow analysis with Microsoft Excel. Scenario analyses with Microsoft Excel.	20
4	Financial Modelling for specific corporate financial topics	4.1	Business Valuation Modelling with Microsoft Excel. Discounted cash flow (DCF) and Comparable companies (Trading multiples). Mergers & Acquisitions (M&A) Modelling with Microsoft Excel. Basic consolidation steps, EPS accretion and dilution analysis	20
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe the fundamentals of financial modelling.
- CO2 - Use Excel formulas for financial applications.
- CO3 - Interpret Financial Modelling for general and specific corporate financial topics
- CO4 - Interpret the relevance of financial models for various corporate finance purposes.
- CO5 - Design financial models for various corporate finance applications.
- CO6 - Solve corporate finance problems efficiently in Excel.

References:

1. Benninga, S.: Principles of Finance With Excel, 1st edition, Oxford University Press.
2. Häcker, J./Ernst, D.: Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance, 1st edition, Palgrave Macmillan.
3. Financial Modeling, fourth edition (The MIT Press): by [Simon Benninga](#)
4. Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity: 876 (Wiley Finance): by [Paul Pignataro](#)

CASE STUDY	
1	<p>Company X, a retail chain, was considering expanding its operations by opening new stores in different regions. This case study examines how financial modeling was used to analyze the potential investment and make informed decisions regarding the expansion strategy.</p> <p>Challenges:</p> <ul style="list-style-type: none">● Investment Evaluation: Company X needed to assess the financial feasibility of opening new stores, considering factors such as upfront costs, operating expenses, revenue projections, and potential returns on investment.● Risk Assessment: The company faced uncertainties related to market demand, competition, economic conditions, and regulatory factors, which needed to be incorporated into the financial model to evaluate risk-adjusted returns.● Capital Budgeting: Company X had limited capital resources and needed to prioritize investment opportunities based on their expected profitability and contribution to overall business objectives.
2	<p>Company Y, a private equity firm, was considering acquiring Company Z, a technology startup, to expand its portfolio. This case study examines how financial modeling was used to conduct valuation analysis and assess the attractiveness of the acquisition opportunity.</p> <p>Challenges:</p> <ul style="list-style-type: none">● Valuation Complexity: Valuing a startup company like Company Z posed challenges due to limited historical financial data, uncertain growth prospects, and unique business characteristics typical of early-stage ventures.● Risk Assessment: Investing in a startup involved inherent risks related to technology, market competition, intellectual property, and regulatory factors, which needed to be factored into the valuation analysis.● Investment Return: Company Y needed to assess the potential returns on investment from acquiring Company Z, considering factors such as revenue growth, profitability, exit strategies, and expected valuation multiples.

BOS	Business Management
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	International Marketing
Course Code	PUCMS603M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. The course is designed to develop a deep understanding of international business.
2. The course aims to analyse business relations of Indian businesses in foreign environments.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to International Marketing	1.1	Meaning, Expansion of international market; global sourcing and production sharing; growing economic power of developing countries.	15
		1.2	International marketing; reasons for/motives of international marketing; international orientations; internationalization stages.	
		1.3	International marketing decisions; scope of marketing Indian products abroad, driving and restraining forces; participants in international marketing; future of international marketing.	
		1.4	International marketing intelligence: Information requirements; sources of information; international marketing information system and marketing research; phases of research project; methods of data collection; research agencies; problems in international research.	
2	International Market Selection Strategies	2.1	Market Selection: Market selection process; determinants of market selection.	15
		2.2	Market profiling; Market segment selection.	
		2.3	Market Entry Strategies: Licensing and franchising; exporting; contract manufacturing; turnkey contracts; fully owned manufacturing facilities; assembly operations; joint	

			ventures; third country location; mergers and acquisitions; strategic alliances; counter trade; entry strategies of Indian firms.	
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		2.4	Market Coverage Strategies: Concentrated marketing strategy; niche marketing; market segmentation and differentiated marketing strategy.	
3	Ps of International Marketing	3.1	International Product Decisions : Product decisions; product; product mix; product life cycle; new product development; branding; packaging and labelling; business environment and product strategies; product strategies; product-communication strategies; globalisation vs. localisation.	15
		3.2	International Pricing : Exporter's costs; pricing objectives; factors affecting pricing; pricing methods/ approaches; transfer pricing; dumping; steps in pricing; retrograde pricing; export price structure; export price quotations and incoterms; information requirements for pricing	
		3.3	International Distribution channels and International Promotion: International channel system; direct exports; indirect exports; types of intermediaries; marketing environment and distribution strategies.	
		3.4	International Promotion: Marketing environment and promotion strategies; major decisions in international marketing communications; communication mix; role of export promotion organizations; trade fairs and exhibitions; personal selling in international marketing; problems in international marketing communication.	
4	Trends in International Marketing	4.1	Technological Developments And International Marketing: The death of distance: technology and competitiveness; e-marketing; components of global electronic supply chain; targeting the individual customer: beyond segmentation.	15
		4.2	International Negotiation: 4Cs of negotiation; stages of	

			negotiation; prerequisites for effective negotiations; negotiating with regulator.	
		4.3	Consumer Behavior in the International Context Psychological and Social Dimensions: perspectives on consumer behavior: Motivation, Learning, Personality Psychographics, Perception, Attitude Social class, Group Family, Opinion leadership, Diffusion process of innovations,	
		4.4	International Digital Environment and Marketing: The changing face of Advertisements, Technology behind digital marketing, Digital Marketing Ps, defining digital marketing strategy.	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Familiarizing the concept of International Marketing.
- CO2 - Identify elements of International Marketing.
- CO3 - Understand mode of entry and the need of International Marketing.
- CO4 - Analysis of International Marketing Ps.
- CO5 - Explaining International Marketing trends.
- CO6 - Create a favourable international marketing environment.

References:

1. International Marketing Text and Cases, Frances Cheruneelan, 14th Edition. Himalaya Publications.
2. Understanding Digital Marketing,. Marketing strategy for engaging the digital generation, Danian Ryan,
3. International Marketing Analysis and strategy Fourth edition, SakOnkvisit and John J. Shaw, Routledge Publication
4. Cateora, P. R., Gilly, M. C., & Graham, J. L. (Year). International Marketing. McGraw-Hill Education.
5. Keegan, W. J., & Green, M. C. (Year). Global Marketing. Pearson.

CASE STUDY	
1	<p>Netflix to take its India strategy global to boost growth and retain customers, Netflix slashed the prices of its services in India by 20 to 60 per cent in December 2021, as the competition from other digital content streaming companies intensified.</p> <p>Netflix is planning to redesign its pricing strategy to offer varying degrees of services and features at different price points to customers across the world. The development comes after the video-streaming company tasted success in India through a similar price revision exercise. Netflix slashed the prices of its services in India by 20 to 60 per cent in December 2021 as the competition from other digital content streaming companies intensified in the country.</p> <p>The price cuts, on top of an improved list of the available content on the platform, helped Netflix grow engagement in India by nearly 30 per cent year-on-year. Additionally, revenue growth increased to 24 per cent in 2022 as compared to 19 per cent in 2021, the report stated. The company said in a statement that "Learning from this success, we reduced prices in an additional 116 countries in Q1. While they</p>

	<p>represented less than 5 per cent of our FY22 revenue, we believe that increasing adoption in these markets will help to maximise our revenue longer term."</p> <p>The price cuts have been commissioned to attract new customers while retaining the existing ones. Reportedly, Netflix registered a slowdown in its growth after a pandemic-led bump in subscribers. The password-sharing problem Moreover, the company has been looking for ways to crack down on password sharing in selected countries for the past few months.To this end, Netflix is planning the rollout of a paid password-sharing option that will allow users to share their accounts with people they don't live with. This will carry an additional cost. This feature has been rolled out in four countries so far, which include Canada, New Zealand, Portugal, and Spain, in 2023.</p> <p>Netflix estimates show that there are over 100 million people who use their services but do not pay for them.This hampers its ability to improve investments and features for subscribers that pay Netflix.</p>
<p>2</p>	<p>The business started by making and selling cables. In the beginning, BoAt purchased earbuds from Chinese producers, branded them, and then offered them for sale in Indian markets as “BoAt earphones.” It has developed over the years to become a well-known global brand that sells stylish audio gadgets, from portable travel chargers to high-end headsets. The business has successfully amassed more than 70,000 pleased consumers and well-known brand advocates in just a few short years. In 2020, the boAt will rank as the fifth-largest global brand for wearable music technology. Ramp walkers holding boAt items were the sole accessories at the 2019 Lakme Fashion Week in Mumbai.</p> <p>The brand’s introduction was the brainchild of Gurugram resident Aman Gupta and ardent audiophile Sameer Mehta. They became aware of the demand for Swadeshi products as Chinese goods became more and more well-liked in the Indian market. They primarily concentrated on offering Indian clients durable goods at fair pricing.</p> <p>The company offers a range of goods for sale on well-known eCommerce platforms including Amazon, Flipkart, Myntra, Jabong, etc., as well as in physical stores like Croma. BoAt is thought to have essentially been born on Amazon.com. The business partnered with the six IPL teams Chennai Super Kings and Mumbai Indians.The business has received well-known endorsements from well-known figures in several fields, including cricket, Bollywood, etc. BoAt is supported by celebrities including Hardik Pandya, K.L. Rahul, Shikhar Dhawan, Kartik Aryan, Neha Kakkar, Kiara Advani, Jacqueline Fernandez, and many more. The business has also co-branded with musical occasions like the Sunburn Festival and Lakme Fashion Week, among others.BoAt refers to the brand’s influencers as BoAtheads. They are an essential component of the clan. The business strives for customer happiness and introduces items depending on their preferences and needs. This fosters a sense of community among their users. The company’s goods are vibrant and fresh.During its early years, the company’s sales grew rapidly. It avoided using conventional marketing channels like television and print media. BoAt’s campaign mostly utilizes online distribution channels like Facebook, Instagram, etc. The BoAtheads online community currently has 80,000 members. One such marketing tactic used by BoAt is word-of-mouth advertising. The firm asserts that it sells 4 units every minute and more than 6,000 units each day. The business opened more than 5000 retail locations and has more than 20 distributors on its side.</p>

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	Strategic Product Management
Course Code	PUCMS604M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. To understand the various terminologies of product
2. To evaluate the importance of strategic decision in product management

Unit No.	Name of Module	Topic No.	Name of Topic	Hours
1	PRODUCT :A COMMERCIAL FACTOR	1.1	Product: concept , pre-marketing, product dimensions , classification, product life cycle	15
		1.2	Product range analysis :concept, dimensions , role of product line ,tools and methods of product range analysis ,development strategies for product range analysis	
		1.3	Strategic product management - concept , role of the product manager,Determination of tasks and responsibilities, balance between strategic and operational/tactical tasks,Possibilities of the division of the different roles in product management	
2	INNOVATION AND PRODUCT DEVELOPMENT	2.1	Importance of innovation, organizational characteristics that facilitate innovation,innovative new product and consumption pattern managing uncertainty	15

		2.2	New product development - Concept , classification of new products , repositioning and brand extensions, Development of new product as an industry innovation cycle and strategy for growth	
		2.3	Stage-gate model to design new product development process-An overview of Stage-Gate system(discovery, scoping, build the business case, development, testing and validation, go to launch, launch, post-launch review). Types of products which Stage-Gate system can handle. The Structure of the Stage-Gate system. What Stage-Gate is not. Agile Stage-Gate(hybrid model. Stage-Gate for "open innovation".) Automated Stage-Gate systems. Common errors in designing a next-generation stage-gate system.	
3	STRATEGIC PRODUCT MANAGER	3.1	Product manager as a position in a company: responsibilities and qualifications. Functions of product manager. Archetypes of product managers: technologist, generalist, business-oriented Product managers in different companies. Transitioning to product manager from different fields.	15
		3.2	MarketAnalytics And voice-of-customer-Techniques for deeply understanding customer needs. Qualitative methods for deeper understanding:ethnography, netnography, site visits and individual interviews,lead users, customer toolkits, real-time market validation,Market analytics tool: segmentation, data mining, perceptual mapping, needs ranking, concept testing, conjoint analysis. Web-based market analytics.	
		3.3	Finance and forecasting for the product manager-Financial planning for product managers. Creating business cases for product investments. Testing	

			planning assumptions using sensitivity analysis. Product cost models: standard costing, target costing, activity-based costing. Establishing pricing models. Preparing product budgets. Maturity assessment.	
4	PRODUCT TECHNOLOGY	4.1	Research and development - managing r&d for product management ,level,effective r&d management, Changing nature of research and development	15
		4.2	Product roadmapping concept,importance,types,steps in building product roadmapping,successful examples of organizations product roadmapping	
		4.3	Recent trends- design dominance, product proliferation,adaptabilityadvantage,culturalcore,cas e studies	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Understanding the concept of product range and product management
- CO2 - Enumerating the role of product manager
- CO3 - Discussing the importance of innovation in new product development
- CO4 - Evaluating the importance of product leadership
- CO5 - Analyzing role of research and development in product management
- CO6 - Discussing product roadmapping and recent trends

References:

1. Product leadership - Richard Banfield, Martin Eriksson & Nate Walkingshaw
2. Product Management – Lehmann
3. Product management in India, Third Edition, Majumdar, PHI Publication
4. Anderson, R., & Mullins, J. (Year). Strategic Management: Concepts and Cases in Strategic Management. McGraw-Hill Education.
5. Ulrich, K. T., & Eppinger, S. D. (Year). Product Design and Development. McGraw-Hill Education.

CASE STUDY	
1	<p>Apple is known for well-engineered, attractive products and continual innovation. Its early PCs were 'plug and play', and later machines retained the affection of graphics departments even though the ease of use advantages had largely disappeared. Apple pioneered the PDA market with Newton in 1993, introduced the easy-to-use iMac in 1998, and the iBook in 1999. Most important still were the 2001 launch of iTunes, the opening of its own stores, and the introduction of the iPod, which changed the way people listened to music.</p> <p>In 2002 came flat-panel LCDs for desktops and in 2003 the iLife package (with improved versions of iDVD, iMovie, iPhoto, and iTunes), and its fast Mac G5 PC. Apple continued its advances in digital lifestyle strategy by launching iTunes Music Store online in 2003. Through deals with the large recording companies —BMG, EMI, Sony Entertainment, Universal, and Warner — iTunes was able to offer over 200,000 songs on its opening day.</p>

2

Gujarat dairy co-operative Amul has announced a hike of up to Rs 3/liter on fresh milk effective immediately. Post this revision, the price of Amul Gold will be Rs 66 per liter, Amul Taaza will be Rs 54 per 1 liter, Amul cow milk Rs 56 per liter and Amul A2 buffalo milk will now cost Rs 70 per liter, it said in a statement on Thursday.

"We would like to inform you that the price of Amul pouch milk (all variants) has been revised upwards as under w.e.f. February 2, 2023 night dispatch (February 3, 2023 morning)," the Gujarat Cooperative Milk Marketing Federation (GCMMF) said in a statement. Amul had last hiked its prices in October by Rs 2 per liter. This price hike is being done due to an increase in the overall cost of operation and production of milk. The cattle feeding cost alone has increased to approximately 20 percent compared to last year. Considering the rise in input costs, our member unions have also increased farmers' prices in the range of 8-9 percent over the previous year," it had said.

In October last year the prices of Amul Gold (full cream) and buffalo milk were increased to Rs 2 per liter each for all states except Gujarat.

Following Amul, Mother Dairy also hiked prices of full cream and cow milk by Rs 2 per liter each across the Delhi-NCR, citing rising input prices. A Mother Dairy spokesperson said that the decision was taken because of the constant surge in the price of raw materials over the past two months.

"The dairy industry has been experiencing a consistent surge in raw milk prices, which has increased by about Rs. 3/kg in the last two months alone, owing to multifold increase in varied input costs. Increased fodder prices and low rainfall in some northern states have aggravated the situation," the spokesperson said.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	Trends in Retailing
Course Code	PUCMS605M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. To familiarize the students with retail management concepts and operations and to provide understanding of retail management and types of retailers
2. To develop an understanding of retail management terminology including merchandise management, store management and retail strategy and to acquaint the students with legal and ethical aspects of retail management

Unit No.	Name of Module	Topic No.	Name of Topic	Hours
1	Introduction to Retail Management	1.1	Retail Management - Concept, Significance, Factors influencing Retail Management & Careers in Retail Sector	15
		1.2	Retail Formats - Types Organized Retailing – Concept & Factors Responsible for the Growth of Organized Retail in India Multi-channel Retailing - Concept and Types	
		1.3	Theories of Retailing (a) Cyclic Theories <ul style="list-style-type: none"> ● Wheel of Retailing Theory ● Retail Accordion Theory ● Retail Lifecycle Theory (b) Non-cyclic Theories <ul style="list-style-type: none"> ● Conflict Theory ● Environmental Evolution Theory 	
		1.4	FDI in Retailing – Concept & Need for FDI in Indian Retail Scenario Franchising – Concept	

2	Retail Strategy, Merchandise Management & Pricing	2.1	Retail Consumer/Shopper – Concept & Changing Profile of Retail Shoppers Market Research as a Tool for Understanding Retail Markets and Shoppers Retail Strategy - Meaning, Steps in Developing Retail Strategy & Retail Value Chain	15	
		2.2	Merchandise Management - Concept, Types of Merchandise & Principles of Merchandising, Merchandise Planning - Concept & Process, Merchandise Procurement/Sourcing – Concept & Sources for Merchandise		
		2.3	Buying Function - Concept, Buying Cycle, Factors Affecting Buying Functions & Functions of Buying for Different Types of Organizations - Independent Store, Retail Chain & Non-store Retailer		
		2.4	Retail Pricing - Concept, Considerations in Setting Retail Pricing & Pricing Strategies – High/Low Pricing, Everyday Low Pricing, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing & Anchor Pricing Variable Pricing and Price Discrimination – Concept & Types: <ul style="list-style-type: none"> ● 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 		
3	Managing and Sustaining Retail	3.1	HRM in Retail, Retail Store Operations - Concept, Responsibilities of Store Manager & The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)	15	
		3.2	Store Location Selection - Concept, Types of Retail Locations & Factors Influencing Store Location		
		3.3	Store Design and Layout Store Design - Concept, Objectives, Principles & Elements of Exterior and Interior Store Design Store Layout – Concept & Types: Grid, Racetrack & Free Form Signage and Graphics – Concept & Significance Digital Signage - Concept Feature Areas – Concept & Types: Windows, Entrances Freestanding Displays, End Caps, Promotional Aisles, Walls Dressing Rooms & Cash Wraps Planogram - Concept		
		3.4	Lifestyle Merchandising & Visual Merchandising – Concept Display - Concept, Methods of Display & Errors in		

			Creating Display	
4	Trends in Retailing, Mall Management & Legal and Ethical aspects in retailing	4.1	Emerging Trends in Retailing E-tailing - Concept, Advantages & Limitations I.T in Retail - Importance, Advantages & Limitations Applications of I.T. in Retail - EDI, Bar Coding, RFID Tags, Electronic Surveillance & Electronic Shelf Labels Green Retailing, Airport Retailing & Luxury Retailing – Concept Global Retailing – Concept & Trends Artificial Intelligence in Retailing – Need, Benefits & Applications Digital Marketing in Retailing	15
		4.2	Private Label – Concept & Significance	
		4.3	Mall Management – Concept & Components: Positioning, Zoning, Promotion and Marketing, Facility Management and Finance Management	
		4.4	Legal and Ethical Aspects of Retailing Licenses/Permissions Required to Start Retail Store in India Ethical Issues in Retailing	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe retailing, the entities involved and the impact of decisions on a retail business
- CO2 - Summarize why it is important for retailers to research and understand customers
- CO3 - Identify the important aspects of merchandise management and planning
- CO4 - List out the pricing strategies/techniques used by retailers to increase sales and profits
- CO5 - Explain how to manage and sustain retail activities
- CO6 - Elaborate the emerging trends in retailing and discuss the legal and ethical aspects of retailing

References:

1. Michael Levy & Barton A Weitz, “Retailing Management”, Tata Mc GrawHill
2. Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai
3. Jim, “Retail Strategies-understandingwhy we shop”, Jaico Publishing House, Mumbai.
4. Dunne Lusch, “Retail Management”, South Western Cengage Learning
5. Kishore Biyani, “It Happens in India”,& “ The Wall Mart Story”

CASE STUDY	
1	Company X, a traditional brick-and-mortar retailer, recognized the need to adapt to changing consumer preferences in the digital age. This case study examines how Company X embraced omni-channel retailing, becoming relevant and competitive in the evolving retail landscape. Company X's successful transformation into an omni-channel retailer demonstrates the importance of adapting to changing consumer preferences and leveraging technology to stay competitive in the retail industry. By embracing omni-channel retailing, Company X increased sales, improved customer experience, and enhanced operational efficiency, positioning itself for success in the digital age. Company X's successful transformation into an omni-channel retailer demonstrates

	<p>importance of adapting to changing consumer preferences and leveraging technology to stay competitive in industry. By embracing omni-channel retailing, Company X achieved increased sales, improved customer experience, and enhanced operational efficiency, positioning itself for continued success in the digital age.</p>
2	<p>Company Y, a leading retailer, recognized the growing importance of sustainability in consumer purchasing decisions and corporate responsibility. This case study explores how Company Y implemented sustainable retailing initiatives to address environmental concerns and meet evolving consumer expectations.</p> <p>Challenges:</p> <ul style="list-style-type: none">● Environmental Impact: The retail industry is associated with significant environmental impacts, including carbon emissions, waste generation, and resource depletion.● Consumer Awareness: Increasing consumer awareness and concern about environmental issues prompted demand for sustainable products and responsible business practices.● Supply Chain Complexity: Company Y faced challenges in managing sustainability across its supply chain, including sourcing, manufacturing, transportation, and packaging.● Cost Considerations: Implementing sustainable practices often incurred additional costs and required investment in renewable resources, eco-friendly materials, and green technologies.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S.)
Semester	VI
Course Name	Brand Management
Course Code	PUCMS606M
Type of Course	Discipline Specific Elective (DSE)
Level	Specialization
Total Credits for the Course	3

Course Objectives:

1. To understand the meaning and significance of Brand Management.
2. To know how to build, sustain and grow brands.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to Brand Management	1.1	Introduction: Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products,	15
		1.2	Scope of Branding: Scope of Branding Branding Challenges and Opportunities,	
		1.3	Brand Concepts: Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Block	
		1.4	Brand Positioning: Meaning, Importance, Basis. Brand Imitations :Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation	
2	Planning and Implementing Brand Marketing Programs	2.1	Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements	15
		2.2	Personal Branding : Concept, Need, Importance, Strategies, Benefits, Tips, How to build your brand? Tools, Three laws.	

		2.3	Pricing Strategy: Setting Prices to Build Brand Equity Channel Strategy: Direct, Indirect Channels Promotion Strategy: Developing Integrated Marketing Communication Programs	
		2.4	Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events	
3	Measuring and Interpreting Brand Performance	3.1	The Brand Value Chain	15
		3.2	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	
		3.3	Young and Rubicam's Brand Asset Valuator	
		3.4	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	
4	Growing and Sustaining Brand Equity a) Designing & Implementing Branding	4.1	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	15
		4.2	Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity	
		4.3	Managing Brands over Time: Reinforcing Brands, Revitalising Brands	

		4.4	Building Global Customer Based Brand Equity	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Recall the concept of branding
- CO2 - Understand the importance of Personal Branding
- CO3 - Discussing the brand equity concepts
- CO4 - Analysing brand building blocks
- CO5 - Evaluating the depth of a brand
- CO6 - Creating a Personal Branding Profile

References:

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

CASE STUDY	
1	<p>CPIL was launched in 1986 by 2 industrialists Sajan Bhanjanka and Sanjay Agrawal in Kolkata. The company started out as a decorative veneer business and by 2012 it had diversified into a variety of industries like wooden paneling, cement, logistics etc. CPIL's major operation takes place in the building material space in interior decoration with plywood & laminates and decorative veneers.</p> <p>Plywood was viewed as a rational product to form the base of most of the furniture and was also reasonably priced. The products had a natural finish, were heat proof and termite proof and of high quality. The laminates were light and premium, scratch and water resistant, readily available with various color choices. The laminates also served as a replacement for sunmica.</p> <p>In the primary step of creating brand awareness CPIL associated themselves with the Bollywood movies and the Celebrities like SRK, Billu, Jai Ho song etc. This step taken by CPIL ensured the image of trustworthiness in the mind of their customers.</p> <p>To portray themselves as the brand of quality and credibility CPIL did the marketing using the famous stars, it was hoped that as the stars keep the trust of their fans and do not let them down in the same way CPIL will never let down their customers.</p> <p>The most important part of brand improvement for CPIL was that, for customers CPIL should not be a product it should be what they can rely on, it should cater need for this purpose CPIL decided to make products according to their need, for this purpose CPIL divided the customers in six categories ie. Practicality Seeker, Protection Seeker, Atmosphere Creator, Expression Seeker, Status Seeker and Recognition Seeker, among these six CPIL decided to focus on Atmosphere Creator, Status Seeker and Recognition seeker hence focusing on these gave CPIL what they were lacking earlier i.e. Brand Recognition.</p>

2

GoPro doesn't just sell portable cameras, and Red Bull doesn't just sell energy drinks. Instead, both have established themselves as lifestyle brands in particular, a lifestyle that's action-packed, adventurous, fearless, and usually pretty extreme. These shared values make them a perfect pairing for co-branding campaigns, especially those surrounding action sports.

To make the partnership work, GoPro equips athletes and adventurers from around the world with the tools and funding to capture things like races, stunts, and action sport events on video - from the athlete's perspective. At the same time, Red Bull uses its experience and reputation to run and sponsor these events.

"GoPro camera technology is allowing us to complement the programming by delivering new athlete perspectives that have never been seen before," said Sean Eggert, Red Bull's director of sports marketing. The collaboration allows exclusive GoPro content to enhance both companies' growth.

While GoPro and Red Bull have collaborated on many events and projects together, perhaps the biggest collaboration stunt they've done was "Stratos," in which Felix Baumgartner jumped from a space pod more than 24 miles above Earth's surface with a GoPro strapped to his person. Not only did Baumgartner set three world records that day, but he also embodied the value of reimagining human potential that define both GoPro and Red Bull.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	VI
Subject Name	Global Human Resource Management Practices
Subject Code	PUCMS603H
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To get insights of the concepts of Expatriates and Repatriates.
2. To find out the impact of cross culture on Human Resource Management.

Unit No.	Name of Module	Topic No.	Name of Topic	Hours
1	International HRM – An Overview	1.1	International HRM: IHRM Meaning and Features, Objectives, Reasons for Emergence of IHRM, Significance of IHRM in International Business, The Evolving IHRM Functions Difference between International HRM and Domestic HRM, Approaches to IHRM: Ethnocentric, Polycentric, Geocentric and Regiocentric , Limitations to IHRM	15
		1.2	Components of IHRM: Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations.	
		1.3	Components of Comparative HRM: Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM, Managing Diversity in Workforce Dealing with Cultural Shock	

2	Global HRM Functions	2.1	International Recruitment & Selection: Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce. International Compensation: Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation.	15	
		2.2	HRM Perspectives in Training and Development : Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training International Performance Management: Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management.		
		2.3	Motivation and Reward System: Meaning, Benchmarking Global Practices. International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR.		
3.	Managing Expatriation and Repatriation	3.1	Expatriation: Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals)and HCNs(Host-Country Nationals) Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates,	15	
		3.2	Non-expatriates: Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers		
		3.3	Repatriation: Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates		
4.	International HRM Trends and Challenges	4.1	Emerging Trends in IHRM: Offshoring – Meaning, Importance, Offshoring and HRM in India Managing International Projects and Teams: Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World	15	

			HR in MNCs – Industrial Relations in MNCs, Role of Technology on IHRM	
		4.2	IHRM and Virtual Organization: Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Need and Importance of virtual organization for growth of IHRM , Managing HR in Virtual Organization Growth in Strategic Alliances and Cross Border Mergers and Acquisitions -Impact on IHRM	
		4.3	International Business Ethics and IHRM: Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Describe the process of Expatriates and Repatriates.
- CO2 - Illustrate knowledge of cross culture impact on Human Resource Management.
- CO3 - Evaluate the nature of Global Workforce Management
- CO4 - Analyse the global HR Functions.
- CO5 - Use virtual networking and remote working methods.
- CO6 - Create a global team.

References:

1. Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning
2. P. L. Rao: International Human Resource Management, Text and Cases, Excel Books
3. Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.
4. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press.
5. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College.

CASE STUDY	
1	<p>Company X, a multinational technology company, operates in various countries across the globe and faces unique challenges in managing its diverse workforce. This case study explores Company X's global human resource management practices, focusing on talent acquisition, development, and retention strategies.</p> <p>Challenges:</p> <ol style="list-style-type: none"> 1. Cultural Diversity: Company X's workforce comprises employees from different cultural backgrounds, leading to challenges in communication, collaboration, and teamwork. 2. Talent Scarcity: In certain regions, Company X faces talent shortages in specialized

	<p>fields, making it challenging to recruit and retain skilled professionals.</p> <ol style="list-style-type: none">3. Legal and Regulatory Compliance: Company X must comply with labor laws, regulations, and employment practices in multiple countries, requiring a thorough understanding of local regulations and legal frameworks.4. Performance Management: Evaluating and managing performance across geographically dispersed teams poses challenges in setting consistent performance standards and providing timely feedback.
2	<p>Company Y, a multinational consumer goods company, recognizes the importance of cross-cultural leadership development in managing its diverse workforce across different regions. This case study explores Company Y's approach to developing global leaders and fostering cross-cultural understanding within the organization.</p> <p>Challenges:</p> <ol style="list-style-type: none">1. Cultural Differences: Company Y's leaders must navigate cultural differences, communication styles, and business practices when leading teams in diverse regions, leading to challenges in collaboration and teamwork.2. Leadership Pipeline: Identifying and developing leadership talent across different regions poses challenges in assessing leadership potential, providing relevant development opportunities, and ensuring consistency in leadership capabilities.3. Communication Barriers: Language barriers and communication gaps hinder effective communication and collaboration among geographically dispersed teams, impacting productivity and performance.4. Cultural Sensitivity: Lack of cultural sensitivity and awareness among leaders may lead to misunderstandings, conflicts, and challenges in building trust and rapport with employees from diverse backgrounds.5.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	VI
Subject Name	Strategic Human Resource Management & HR Policies
Subject Code	PUCMS604H
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To understand the relationship between strategic human resource management and organizational performance
2. To develop and deepen the understanding of HRM in a strategic context

Unit No.	Name of Module	Topic No.	Name of Topic	Hours
1	SHRM – An Overview	1.1	Strategic Human Resource Management (SHRM) – Concept, Features, Objectives, Advantages, Barriers to SHRM, Principles, SHRM v/s Traditional HRM, Understanding Strategy: Corporate Level, Business Unit Level and Functional Level, 7 Steps in SHRM, Strategic Role of HR Professionals	15
		1.2	Approaches to SHRM <ul style="list-style-type: none"> ● Strategy-focused Approach ● Decision-focused Approach ● Content-focused Approach ● Implementation-focused Approach 	
		1.3	Models of SHRM <ul style="list-style-type: none"> ● High Performance Working Model ● High Commitment Management Model ● High Involvement Management Model 	
		1.4	HR Environment Trends Integrating HR Strategy with Business Strategy	
2	HR Strategies	2.1	Developing HR Strategies to Support Organizational Strategies Approaches to the development of HR strategies <ul style="list-style-type: none"> ● Best Fit ● Bundling 	15

		2.2	Resourcing Strategy – Concept and Objectives Strategic HR Planning – Concept, Advantages, Interaction between Strategic Planning and HRP Strategic Recruitment and Selection – Concept & Need, New approaches to recruitment: Employer Branding, Special Events Recruiting, Contest Recruiting, E- recruiting Strategic Human Resource Development – Concept, Advantages & Process Strategic Compensation as a Competitive Advantage	
		2.3	Rewards Strategies – Concept & Importance Employee Relations Strategy – Concept & Ways Retention Strategies – Concept & Strategies for Enhancing Employee Work Performance	
		2.4	Strategies for managing HR Surplus and Shortages in the Organization	
3	Recent Trends in SHRM	3.1	Future trends in SHRM , e-Mentoring – Advantages & Disadvantages, Employee Engagement – Concept, Factors Influencing Employee Engagement & Strategies for Enhancing Employee Engagement Strategies for Learning Organizations	15
		3.2	Contemporary Approaches to HR Evaluation – Balance Score Card, HR Scorecard, HR Audit, Benchmarking and Business Excellence Model	
		3.3	Competency based HRM – Concept & Types of Competencies, Human Capital Management – Concept & Drivers of HCM	
		3.4	Strategic International Human Resource Management – Concept, Features, Dimensions, Nature: International Strategy, Multi-domestic Strategy, Global Strategy and Transnational Strategy, Linking Strategic International Human Resource Management to Business Strategy	
4	HR Policies	4.1	Concept, Characteristics, Purpose of HR Policies, Requisites of a Sound HR Policies, 4 Cs of HR Policies, Process of Developing HR Policies, Types of HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organization	15
		4.2	Recruitment and Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing & Retrenchment	

		4.3	Barriers to Effective Implementation of HR Policies, Ways to Overcome These Barriers & Need for Reviewing and Updating HR Policies	
		4.4	Importance of Strategic HR Policies to Maintain Workplace Harmony	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

CO1 - Relate Human Resource Management from a strategic perspective

CO2 - Summarize the concepts relevant to Strategic Human Resource Management in contemporary organizations

CO3 - Identify the strategies of acquiring Human Resources in the organization

CO4 - List various ways to manage the employee surplus and shortage in an organization

CO5 - Explain the recent trends in Strategic Human Resource Management

CO6 - Design the Human Resource Policy

References:

1. Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico Publishing House
2. Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
3. Strategic Human Resource Management, Tanuja Agarwal
4. Strategic Human Resource Management, Jeffrey A. Mello
5. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
6. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003

CASE STUDY	
1	<p>Company X, a leading technology firm, recognized the critical role of strategic human resource management (SHRM) in achieving its business objectives and maintaining competitive advantage. This case study explores how Company X implemented SHRM practices to attract, develop, and retain talent, driving organizational success.</p> <p>Challenges:</p> <ul style="list-style-type: none"> ● Talent Acquisition: Company X faced challenges in attracting top talent in a competitive market, particularly for specialized technical roles. ● Employee Engagement: Maintaining high levels of employee engagement and motivation was crucial for driving innovation and productivity. ● Leadership Development: Developing strong leadership capabilities was essential for succession planning and ensuring long-term organizational success. ● Performance Management: Establishing effective performance management systems and processes to align employee goals with organizational objectives was a priority.
2	<p>Company Y, a multinational corporation with operations spanning multiple countries, faced unique challenges in managing its diverse workforce and aligning HR practices with global business objectives. This case study examines how Company Y implemented strategic human resource management (SHRM) practices to address the complexities of managing a global workforce.</p> <p>Challenges:</p> <ul style="list-style-type: none"> ● Cultural Diversity: Company Y operated in culturally diverse regions, requiring HR practices that respected and accommodated cultural differences while fostering a cohesive organizational culture. ● Legal and Regulatory Compliance: Compliance with local labor laws, regulations, and

employment practices varied across countries, posing challenges in standardizing HR policies and procedures.

- **Communication and Collaboration:** Effective communication and collaboration across geographically dispersed teams were essential for driving teamwork, innovation, and knowledge sharing.
- **Talent Mobility:** Managing talent mobility, including expatriate assignments, international transfers, and cross-border collaboration, required strategic planning and coordination.

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	VI
Subject Name	Workforce Diversity & Leadership
Subject Code	PUCMS605H
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To understand the meaning of workforce diversity.
2. To understand leadership skills.

Unit No.	Name of Unit	Topic No.	Name of Topic	Hours
1	Introduction to Workforce Diversity	1.1	Introduction: Meaning of Workforce Diversity, Features, Significance, Positive and Negative effects of workforce diversity in workplace	15
		1.2	Dimensions, Pros and Cons.	
		1.3	Steps to Recruiting and Retaining a Diverse Workforce, Role of Recruiter in Hiring Diversified Workforce	
		1.4	Workforce Diversity as a Determinant of Sustainable Competitive Advantage	
2	Approaches & Techniques	2.1	Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance	15
		2.2	Techniques of Managing Workforce Diversity, Approaches to Diversity Management System	
		2.3	Corporate Culture and Diversity at workplace, Best Practices in Achieving Workforce Diversity.	
		2.4	Recent Trends of Diversity, Role of Technology in Handling Workforce Diversity, Ethical and Legal	

			Issues in Managing Diversity.	
3	Leadership an overview	3.1	Leadership – Meaning, Features, Qualities, Traits, Styles, Importance	15
		3.2	Operational v/s Strategic Leaders , Servant leader, Principles of Leadership	
		3.3	Theories of Leadership , Managers & Leaders	
		3.4	Types of Leadership , How to become an effective Leader, Case Studies	
4	Diverse Leadership	4.1	How to become a good leader in a diverse workplace? Diversity in Leadership – Steps.	15
		4.2	Benefits of Diverse Leadership Team. Diversity & Inclusion in the workplace.	
		4.3	Challenges of leading a diverse workforce	
		4.4	Value of diversity in leadership role in business, Case studies	
TOTAL NUMBER OF LECTURES				60

Course Outcomes:

- CO1 - Recall the concept of leadership
- CO2 - Understand the workforce diversity
- CO3 - Differentiating between managers & leaders
- CO4 - Analysing the leadership styles
- CO5 - Evaluating the workforce impact on leadership
- CO6 - Implementing leadership on workplace

Reference Books: -

1. Effective Leadership – Theories and Applications by Ronald H humprey.
2. Cox, T. Jr. (1994). Cultural diversity in organizations: Theory, research, and practice. Berrett-Koehler Publishers.
3. Thomas, D. A. (2004). Diversity as strategy. Harvard Business Review, 82(9), 98-108.
4. Robbins, S. P., & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson.
5. Ferdman, B. M., & Deane, B. R. (Eds.). (2014). Diversity at work: The practice of inclusion. John Wiley & Sons.
6. Goleman, D., Boyatzis, R., & McKee, A. (2013). Primal leadership: Unleashing the power of emotional intelligence. Harvard Business Review Press.

Case Study	
1	KFC India is one of the largest fast food chains in the country, with over 400 outlets across the country. The company is known for its diverse menu offerings that cater to the diverse tastes and preferences of its customers in India. In terms of workforce diversity, KFC India is committed to promoting diversity and inclusion in the workplace. The company has a diverse workforce representing different ethnicities, genders, ages, and religions.

	<p>One of the ways in which KFC India promotes diversity is through its recruitment practices. The company uses various channels to reach out to potential employees from different backgrounds, such as campus recruitment drives, online job postings, and referral programs. KFC India also has partnerships with non-profit organizations that support underrepresented groups, such as women and people with disabilities.</p> <p>In terms of employee training and development, KFC India offers equal opportunities for all employees to grow and advance in their careers. The company has implemented diversity and inclusion training programs to raise awareness and promote a culture of respect and tolerance among employees.</p> <p>Another way in which KFC India promotes diversity is through its menu offerings. The company offers a range of vegetarian and non-vegetarian options, including dishes that cater to the dietary restrictions of customers who follow specific religious practices, such as Jainism and Hinduism. KFC India also offers regional dishes that cater to the local tastes and preferences of customers in different parts of the country.</p> <p>In conclusion, KFC India is committed to promoting diversity and inclusion in all aspects of its operations, from its workforce to its menu offerings. Through its recruitment practices, training programs, and menu offerings, the company is ensuring that it meets the diverse needs and preferences of its customers and employees in India.</p>
2	<p>Flipkart India has been recognized as a leader in promoting diversity and inclusion in the workplace. The company has implemented a number of initiatives aimed at creating a welcoming and inclusive culture for its employees, regardless of their gender, religion, ethnicity, or other characteristics.</p> <p>One of the key initiatives implemented by Amazon India is the "Women@Flipkart" program, which provides support and resources to female employees, including mentorship and networking opportunities, leadership development, and a supportive work environment. The company also has a "Diversity & Inclusion" team, which works to promote and reinforce a culture of inclusiveness throughout the organization.</p> <p>Flipkart India has also been recognized for its efforts to promote diversity in hiring, with a focus on attracting and retaining underrepresented groups in the technology industry. The company has implemented various programs to encourage diversity in its hiring processes, such as the "Diverse Sourcing Program," which aims to source and hire candidates from diverse backgrounds and communities.</p> <p>Additionally, Flipkart India has implemented policies and initiatives to support the needs of its diverse workforce, including flexible work arrangements, diversity and inclusion training, and inclusive benefits. For example, the company offers a range of resources and support to employees who are members of the LGBTQ+ community, including a "Pride@Flipkart" program and allies network.</p> <p>Overall, Flipkart India's commitment to diversity and inclusion has earned the company recognition as a leader in this area, and has helped create a workplace culture that values and supports all employees.</p>

BOS	Management Studies
Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	VI
Subject Name	Labour Law
Subject Code	PUCMS606H
Type of Course	Discipline Specific Elective (DSE)
Level of Subject	Specialisation
Total Credits for the Course	3

Course Objectives:

1. To make students aware about legislations in India governing Labour Law
2. To make students acquaint about punishment and penalties in case of breach of provisions of Labour Law

Unit No.	Name of Unit	Topic No.	Name of the Topic	Hours
1	Laws Relating to Industrial Relations and Industrial Disputes	1.1	Industrial Disputes Act, 1947: - Definition, Authorities, Provision Relating to Awards and Settlements	24
		1.2	Provision Relating to Strikes, Lockouts, Layoffs, Retrenchment and closure	
		1.3	The Trade Union Act, 1926: - Object of the Act, Provision Relating to Registration of Trade Union Sec 3- Sec 10, Funds of Trade Union- Sec 15 and Sec 16, Amalgamation of Trade Union	
2	Laws Relating to Health, Safety and Welfare	2.1	The Factory Act: - Object of the Act, Definition – Factory, Workers, Manufacturing Process, Hazardous Process, Occupier and Duties of Occupier	12
		2.2	Provision Relating to Health of Workers, Provision Relating to Safety of Workers, Provision Relating to Welfare of Workers, Provision Relating to Employment of Young Children in Factory	
		2.3	The Employee (Workmen's) Compensation Act, 1923- Introduction, The Doctrine of Assumed Risk, The Doctrine of Common Employment, The Doctrine of Contributory Negligence, Definitions, Employers Liability for Compensation	
3	Social Legislation	3.1	Introduction to Sexual Harassment Act, Prevention of Sexual Harassment Sec 3, Constitution of Internal Complain Committee Sec 4, Constitution of Local Committee Sec 5, Sec 6	12
		3.2	Complain of Sexual Harassment sec 9, 10, 11,	

		3.3	Punishment for false complaint sec 14, Duties of employer Sec 19	
4	Laws Relating to Compensation Management	4.1	The Payment of Wages Act: - Object of Act, Definitions, Authorised Deduction from Wages, Penalty for offence under the Act	12
		4.2	The Payment of Bonus Act: - Object of the Act, Eligibility and Disqualification for bonus, Minimum and Maximum Bonus	
		4.3	The Payment of Gratuity Act: - Object of the Act, Provision relating to payment of gratuity Sec 4, Forfeiture of Gratuity Sec 4(6), Determination of the amount of Gratuity Sec4(6),Provision of Nomination Under Act Sec6, Penalties Under Act Sec9	
TOTAL NUMBER OF LECTURES				60

Course Outcomes: -

CO1 - Identify the fundamentals of Labor Law

CO2 - Develop the skill of Labor law

CO3 - Apply the Laws in the Commercial work

CO4 - Analyze the lacunas in the labor laws

CO5 - Evaluate the importance of understanding the law in the way it is codified by the legislature

CO6 - Formulate the Amendments required in existing Labor Laws.

References: -

1. Industrial law by Ramnath Iyer
2. Industrial law by S.N. Mishra
3. Industrial law by P.L.Malik
4. Bare Act of Sexual Harassment of Women at Workplace Act,2013
5. Mamoria, C. B. &Mamoria, S. Dynamics of Industrial Relations in India.

CASE STUDY	
1	<p>Company X, a manufacturing firm with operations in a developing country, faced challenges related to compliance with labour laws and regulations. This case study explores how Company X navigated labour law compliance issues and implemented strategies to ensure adherence to legal requirements while maintaining a productive workforce.</p> <p>Challenges:</p> <ul style="list-style-type: none"> ● Complex Regulatory Environment: Company X operated in a country with complex and evolving labour laws, including regulations related to wages, working hours, occupational health and safety, and employee rights. ● Informal Labour Practices: Informal labour practices, such as subcontracting, temporary employment, and informal employment arrangements, were prevalent in the manufacturing sector, leading to compliance challenges and potential legal risks. ● Labour Union Activities: Company X faced challenges related to labour union activities, including collective bargaining, strikes, and labour disputes, which required careful management to ensure compliance with labour laws and maintain harmonious labour relations.

	<ul style="list-style-type: none">• Monitoring and Enforcement: Monitoring and enforcing compliance with labour laws across multiple facilities and subcontractors posed logistical challenges for Company X, requiring robust systems and processes to track and address compliance issues effectively.
2	<p>In a developing country, Company Y, a garment manufacturing company, faced allegations of labour law violations, including poor working conditions, low wages, and child labour in its supply chain. This case study examines how Company Y responded to the allegations, addressed labour law violations, and implemented corrective actions to improve working conditions and ethical labour practices. Company Y's experience demonstrates the importance of addressing labour law violations and promoting ethical labour practices in the garment industry. By investigating allegations, implementing corrective actions, engaging with stakeholders, and fostering transparency and accountability, Company Y achieved improved working conditions, prevented child labour, enhanced supplier compliance, and restored its reputation, contributing to a more responsible and sustainable garment industry.</p>

Class	Third Year Bachelor of Management Studies (T.Y.B.M.S)
Semester	VI
Course Name	Project Work
Course Code	PUCMS607
Type of Course	Discipline Specific Elective (DSE)
Level	Advanced
Total Credits for the Course	2

Course Objectives:

1. To identify appropriate research topics
2. To select and define appropriate research problem and parameters

Research Project Work

To be followed to maintain the uniformity in formulation and presentation of Project Work

(Model Structure of the Project Work)Format

Chapter No. 1: Introduction	In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.
Chapter No. 2: Research Methodology	This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.
Chapter No. 3: Literature Review	This chapter will provide information about studies done on the respective issue This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on the same issue.
Chapter No. 4: Data Analysis, Interpretation and Presentation	This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, tables of information, presentation of graphs etc can be provided with interpretation by the learner.
Chapter No. 5: Conclusions and Suggestions	In this chapter of project work, findings of work will be covered and suggestions will be enlisted to validate the objectives and hypotheses.
Note:	If required more chapters of data analysis can be added. Bibliography, Appendix

OR

Internship based Project Work

To be followed to maintain the uniformity in formulation and presentation of Project Work (Model Structure of the Project Work)

Guidelines for Internship based project work

- Minimum 30 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
- The theme of the internship should be based on any study area of the elective courses
- Experience Certificate is Mandatory

A project report has to be brief in content and must include the following aspects:

A. Executive Summary:	A bird's eye view of your entire presentation has to be precisely offered under this category.
B. Introduction on the Company:	A Concise representation of the company/ organization defining its scope, products/ services and its SWOT analysis.
C. Statement and Objectives:	The mission and vision of the organization need to be stated enshrining its broad strategies.
D. Your Role in the Organisation during the internship:	The key aspects handled the department under which you were deployed and brief summary report duly acknowledged by the reporting head.
E. Challenges:	The challenges confronted while churning out theoretical knowledge into the practical world.
F. Conclusion:	A brief overview of your experience and suggestions to bridge the gap between theory and practice.

The project report based on internship shall be prepared as per the broad guidelines given below:

1. Font type: Times New Roman
2. Font size: 12-For content, 14-for Title
3. Line Space : 1.5-for content and 1-for in table work
4. Paper Size: A4
5. Margin: in Left-1.5, Up-Down-Right-1 6.
6. The Project Report shall be bound.
7. The project report should be of minimum 50 pages

Course Outcomes:

- CO1 Identify and demonstrate appropriate research methodologies and know when to use them.
- CO2 Define, articulate and use terminology, concepts, and theory in their field and know how to use them.
- CO3 Identify and practice research ethics and responsible conduct in research.
- CO4 Apply problem solving skills to constructively address research setbacks.
- CO5 Analyze data by using different statistical tools.
- CO6 Identify additional learning opportunities or experiences (conferences, internships, self-study. etc) that may support in developing the knowledge and skills outlined in the outcome.