

SIES COLLEGE OF ARTS, SCIENCE & COMMERCE
(EMPOWERED AUTONOMOUS)

Sion (West), Mumbai – 400022.

**Bachelor of
Management
Studies (BMS)**

Programme:

BMS Course:

Management

Studies

**Syllabus for Third
Year (BMS)
Programme**

(Implemented from 2025 – 2026)

(Under NEP)

**Credit Based Semester System (CBCS) and Outcome
Based Education (OBE) w.e.f academic year 2025-2026**

Semester V

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Services Marketing (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction of Services Marketing	15
2	Key Elements of Services Marketing Mix	15
3	Managing Quality Aspects of Services Marketing	15
4	Marketing of Services	15
Total		60

Learning Objectives: -

LO1: To understand distinctive features of services and key elements in services marketing

LO2: To provide insight into ways to improve service quality and productivity.

Course Outcomes:-

CO1: Explain concepts and characteristics of services marketing.

CO2: Apply service marketing mix strategies.

CO3: Analyze service quality and customer satisfaction models.

CO4: Evaluate global trends and ethical issues in services marketing.

Sr. No.	Modules / Units
1	Introduction of Services Marketing
	<ul style="list-style-type: none"> • Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services • Role of Services in Modern Economy, Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer Behaviour, Positioning a Service in the Market Place • Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty • Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change
2	Key Elements of Services Marketing Mix
	<ul style="list-style-type: none"> • The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting • Branding of Services – Problems and Solutions • Options for Service Delivery
3	Managing Quality Aspects of Services Marketing
	<ul style="list-style-type: none"> • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment
4	Marketing of Services
	<ul style="list-style-type: none"> • International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Customer Relationship Management (Marketing
Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Customer Relationship Management	15
2	CRM Marketing Initiatives, Customer Service and Data Management	15
3	CRM Strategy, Planning, Implementation and Evaluation	15
4	CRM New Horizons	15
Total		60

Learning Objectives: -

LO1: To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management.

LO2: To provide insight into CRM marketing initiatives, customer service and designing CRM strategy.

LO3: To understand new trends in CRM, challenges and opportunities for Organizations

Course Outcomes:-

CO1: Explain CRM concepts and relationship marketing.

CO2: Apply CRM tools and customer data management techniques.

CO3: Analyze customer lifecycle and retention strategies.

CO4: Evaluate CRM performance and emerging trends.

Sr. No.	Modules / Units
1	Introduction to Customer Relationship Management
	<ul style="list-style-type: none"> • □ Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners • Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM • Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges
2	CRM Marketing Initiatives, Customer Service and Data Management
	<ul style="list-style-type: none"> • CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing • CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management • CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting
3	CRM Strategy, Planning, Implementation and Evaluation
	<ul style="list-style-type: none"> • Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits • Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy • Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management • CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement • CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change
4	CRM New Horizons
	<ul style="list-style-type: none"> • e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: • Software App for Customer Service: • □ Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling • Social Networking and CRM • Mobile-CRM • CRM Trends, Challenges and Opportunities • Ethical Issues in CRM

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Sales and Distribution Management (Marketing
Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Market Analysis and Selling	15
3	Distribution Channel Management	15
4	Performance Evaluation, Ethics and Trends	15
Total		60

Learning Objectives: -

LO1: To develop understanding of the sales & distribution processes in organizations

LO2: To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel management

Course Outcomes:-

CO1: Explain sales management and distribution concepts.

CO2: Apply selling techniques and sales force management.

CO3: Analyze distribution channels and logistics strategies.

CO4: Evaluate sales performance and ethical practices.

Sr. No.	Modules / Units
1	Introduction
	<p>a) Sales Management:</p> <ul style="list-style-type: none"> • Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions • Qualities of a Sales Manager • Sales Management: Meaning, Developments in Sales Management-Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. • Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure <p>b) Distribution Management:</p> <ul style="list-style-type: none"> • Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. <p>c) Integration of Marketing, Sales and Distribution</p>
2	Market Analysis and Selling
	<p>a) Market Analysis:</p> <ul style="list-style-type: none"> • Market Analysis and Sales Forecasting, Methods of Sales Forecasting • Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota • Factors Determining Fixation of Sales Quota • Assigning Territories to Salespeople <p>b) Selling:</p> <ul style="list-style-type: none"> • Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing • Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory • Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill • Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy • Difference Between Consumer Selling and Organizational Selling • Difference Between National Selling and International Selling
3	Distribution Channel Management
	<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels <ul style="list-style-type: none"> • Channel Design

	<ul style="list-style-type: none"> • Channel Policy • Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict • <input type="checkbox"/> Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution • <input type="checkbox"/> Motivating Channel Members • <input type="checkbox"/> Selecting Channel Partners • <input type="checkbox"/> Evaluating Channels • <input type="checkbox"/> Channel Control
4	Performance Evaluation, Ethics and Trends
	<p>a) Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> • Sales Performance – Meaning • Methods of Supervision and Control of Sales Force • Sales Performance Evaluation Criteria- Key Result Areas (KRAs) • Sales Performance Review • Sales Management Audit <p>b) Measuring Distribution Channel Performance:</p> <ul style="list-style-type: none"> • Evaluating Channels- Effectiveness, Efficiency and Equity • Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit <p>c) Ethics in Sales Management</p> <p>d) New Trends in Sales and Distribution Management</p>

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Direct Taxes (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Definitions and Residential Status	10
2	Heads of Income – I	15
3	Heads of Income - II	15
4	Deductions under Chapter VI A	10
5	Computation of Taxable Income of Individuals	10
Total		60

Learning Objectives

LO1: Develop practical skills in tax computation.

LO2: Understand tax planning and compliance.

Course Outcomes

CO1: Explain the framework of the Income Tax Act and concepts of income.

CO2: Compute taxable income under various heads (salary, house property, capital gains, etc.).

CO3: Analyze deductions and exemptions under relevant sections.

CO4: Evaluate total tax liability of individuals.

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

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Financial Accounting (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Preparation of Final Accounts of Companies	15
2	Underwriting of Shares & Debentures	12
3	Accounting of Transactions of Foreign Currency	15
4	Investment Accounting (w.r.t. Accounting Standard- 13)	10
5	Ethical Behaviour and Implications for Accountants	08
Total		60

Learning Objectives: -

LO1: To acquaint the learners in preparation of final accounts of companies

LO2: To study provisions relating to underwriting of shares and debentures

LO3: To study accounting of foreign currency and investment

LO4: To understand the need of ethical behaviour in accountancy

Course Outcomes:-

CO1: Explain company accounts and accounting standards.

CO2: Apply accounting for underwriting and foreign transactions.

CO3: Prepare investment accounts.

CO4: Analyze financial statements for decision-making.

Sr. No.	Modules / Units
1	Preparation of Final Accounts of Companies
	Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) Preparation of financial statements as per Companies Act (excluding cash flow statement) AS 1 in relation to final accounts of companies (disclosure of accounting policies)
2	Underwriting of Shares & Debentures
	Introduction, Underwriting, Underwriting Commission Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues Types of underwriting, Abatement Clause Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems
3	Accounting of Transactions of Foreign Currency
	In relation to purchase and sale of goods, services, assets, loan and credit transactions. Computation and treatment of exchange rate differences.
4	Investment Accounting (w.r.t. Accounting Standard- 13)
	For shares (variable income bearing securities) For Debentures/Preference shares (fixed income bearing securities) Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). Columnar format for investment account.

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Investment Analysis and Portfolio Management
(Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Investment Environment	15
2	Risk - Return Relationship	15
3	Portfolio Management and Security Analysis	15
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	15
Total		60

Learning Objectives: -

LO1: To acquaint the learners with various concepts of finance

LO2: To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world

LO3: To understand various models and techniques of security and portfolio analysis

Course Outcomes:-

CO1: Explain investment environment and instruments.

CO2: Apply risk-return analysis techniques.

CO3: Analyze portfolio construction and security analysis.

CO4: Evaluate portfolio performance using financial models.

Sr. No.	Modules / Units
1	Introduction to Investment Environment
	<p>a) Introduction to Investment Environment</p> <ul style="list-style-type: none"> • Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives <p>b) Capital Market in India</p> <ul style="list-style-type: none"> □ Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks
2	Risk - Return Relationship
	<p>a) Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.</p>
3	Portfolio Management and Security Analysis
	<p>a) Portfolio Management:</p> <ul style="list-style-type: none"> • Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. <p>b) Security Analysis:</p> <ul style="list-style-type: none"> •□ Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement
	<p>a) Theories:</p> <ul style="list-style-type: none"> • Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory <p>b) Capital Asset Pricing Model:</p> <ul style="list-style-type: none"> • Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line <p>c) Portfolio Performance Measurement:</p> <ul style="list-style-type: none"> • Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
E-Commerce (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to E-commerce	15
2	E-Business & Applications	15
Total		30

Learning Objectives: -

LO1: To understand increasing significance of E-Commerce and its applications in Business and Various Sectors

LO2: To understand Latest Trends and Practices in E-Commerce along with its Challenges and Opportunities for an Organisation

Course Outcomes:-

CO1: Explain concepts and models of e-commerce.

CO2: Apply e-business tools and digital payment systems.

CO3: Analyze e-commerce strategies and challenges.

CO4: Evaluate security, privacy and technological issues.

Sr. No.	Modules / Units
1	Introduction to E-commerce
	<ul style="list-style-type: none"> • Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Impact of E-Commerce on Business, Ecommerce in India • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • Issues Relating to Privacy and Security in E-Business <p>Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</p> <ul style="list-style-type: none"> • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
2	E-Business & Applications
	<ul style="list-style-type: none"> • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management , Supply Chain Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model <p>E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</p> <ul style="list-style-type: none"> • Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Public Relations Management (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding Public Relations Management	15
2	Functions and Emerging Technology in Public Relations Management	15
Total		30

Learning Objectives: -

LO1: To provide the students with basic understanding of the concepts of public relations management.

LO2: To introduce the various elements of public relations management and consider their roles in managing organizations.

Course Outcomes:-

CO1: Explain concepts and functions of public relations.

CO2: Apply media relations and communication strategies.

CO3: Analyze crisis communication and PR campaigns.

CO4: Evaluate PR effectiveness and emerging trends.

Sr. No.	Modules / Units
1	Understanding Public Relations Management
	<p>a) Fundamental of Public Relations:</p> <ul style="list-style-type: none"> • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business <p>b) Emergence of Public Relations:</p> <ul style="list-style-type: none"> • Tracing Growth of Public Relations, Public Relations in India, Reasons for <ul style="list-style-type: none"> • Emerging International Public Relations <p>c) Public Relations Environment:</p> <ul style="list-style-type: none"> • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues <p>d) Theories used in Public Relations:</p> <ul style="list-style-type: none"> • <input type="checkbox"/> Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory
2	Functions and Emerging Technology in Public Relations Management
	<p>a) Media Relations:</p> <ul style="list-style-type: none"> • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations <p>b) Employee Communication:</p> <ul style="list-style-type: none"> • Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications <p>c) Crisis Communication:</p> <ul style="list-style-type: none"> • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building <p>d) Corporate Blogging</p> <ul style="list-style-type: none"> • Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Risk Management I (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction, Risk Measurement and Control	15
2	Risk Avoidance and ERM	15
Total		30

Learning Objectives: -

LO1: To familiarize the student with the fundamental aspects of risk management and control

LO2: To introduce the basic concepts, functions, process, techniques of risk management

Course Outcomes:-

CO1: Explain risk concepts and measurement techniques.

CO2: Apply hedging instruments and diversification strategies.

CO3: Analyze enterprise risk management frameworks.

CO4: Evaluate risk control and mitigation strategies.

Sr. No.	Modules / Units
1	Introduction, Risk Measurement and Control
	<p>a) Introduction, Risk Measurement and Control</p> <ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures – Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control
2	Risk Avoidance and ERM
	<p>a) Risk Hedging Instruments and Mechanism:</p> <ul style="list-style-type: none"> • Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation <p>b) Enterprise Risk Management:</p> <ul style="list-style-type: none"> • Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register

***Revised Syllabus of Courses of Bachelor of
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With Effect from the Academic Year 2025-2026

***Subject 1
Project Management I (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Project Management & Project Initiation	15
2	Analyzing Project Feasibility	15
Total		30

Learning Objectives: -

LO1: The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management

LO2: To give a comprehensive overview of Project Management as a separate area of Management

Course Outcomes:-

CO1: Explain project management concepts and lifecycle.

CO2: Apply project planning and feasibility analysis.

CO3: Analyze project risks and resource allocation.

CO4: Evaluate project performance and outcomes.

Sr. No.	Modules / Units
1	<p data-bbox="387 297 1150 331">Introduction to Project Management & Project Initiation</p> <p data-bbox="387 383 911 416">a) Introduction to Project Management:</p> <ul data-bbox="475 421 1469 555" style="list-style-type: none"> • Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management <p data-bbox="387 562 1066 595">b) Organizational Structure (Project Organization):</p> <ul data-bbox="475 600 1469 734" style="list-style-type: none"> • Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. <p data-bbox="387 741 651 775">c) Project Initiation:</p> <ul data-bbox="475 779 1469 1137" style="list-style-type: none"> • Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection • Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager • Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling
2	<p data-bbox="387 1171 778 1205">Analyzing Project Feasibility</p> <p data-bbox="387 1267 783 1301">a) Project Feasibility Analysis:</p> <ul data-bbox="475 1305 1469 1518" style="list-style-type: none"> • Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility • Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility • SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) <p data-bbox="387 1525 651 1559">b) Market Analysis:</p> <ul data-bbox="475 1563 1469 1630" style="list-style-type: none"> • Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis <p data-bbox="387 1637 671 1671">c) Technical Analysis:</p> <ul data-bbox="475 1675 1469 1742" style="list-style-type: none"> • Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management <p data-bbox="387 1749 703 1783">d) Operational Analysis:</p> <ul data-bbox="475 1787 1469 1888" style="list-style-type: none"> • Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 2
Indian Management Thoughts and Practices***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Indian Ethos – An Overview	15
2	Stress Management and Karma	15
Total		30

Learning Objectives: -

LO1: To study management principles derived from Indian scriptures such as Vedas, Mahabharata, Bible, Quran, and Arthashastra.

LO2: To analyze various stress management techniques such as meditation, yoga, brainstorming, and brain stilling.

Course Outcomes:-

CO1: Students will be able to **explain and interpret** the fundamental concepts of Indian Ethos, Work Ethos, Values, Stress Management, Motivation, and Karma in the context of management.

CO2: Students will be able to **analyze and evaluate** the relevance of Indian scriptures, value-based management, and stress management techniques in solving organizational and managerial problems.

CO3: Students will be able to apply principles of Indian Ethos, Karma, motivation, and stress management techniques to improve workplace effectiveness and personal well-being.

CO4: Students will be able to **develop ethical decision-making, leadership qualities, and socially responsible behavior** by integrating values, work ethos, and corporate karma in professional life.

Sr. No.	Modules / Units
1	Indian Ethos – An Overview:
	<p>(a) Indian Ethos: Meaning, Features, Need, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.</p> <p>(b) Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra.</p> <p>(c) Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos.</p> <p>(d) Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change,</p>
2	Stress Management and Karma:
	<p>(a) Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress.</p> <p>(b) Stress Management Techniques: Meditation: Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance.</p> <p>(c) Motivation: Meaning, Indian Approach to Motivation, Techniques.</p> <p>(d) Karma: Meaning, Importance of Karma to Managers, Nishkama Karma. Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma.</p>

***Revised Syllabus of Courses of Bachelor of
Management Studies(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

Vocational and Skill Enhancement Course

Logistics and Supply Chain Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Logistics and Supply Chain Management and Elements of Logistics Mix	15
2	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis and Recent Trends in Logistics and Supply Chain Management	15
Total		30

Learning Objectives: -

LO1: Understand core concepts of logistics and supply chain management, including logistics functions, supply chain structure, and their interrelationship. Analyze key elements of the logistics mix such as transportation, warehousing, materials handling, and packaging, along with their operational and strategic roles.

LO2: Apply forecasting and inventory techniques (e.g., moving averages, EOQ, reorder levels) to support effective decision-making in logistics and supply chain systems.

LO3: Evaluate logistics performance and costs, including different costing approaches and performance measurement systems for improving supply chain efficiency.

Course Outcomes:-

CO1: Explain and differentiate between logistics and supply chain management concepts, including customer service and demand forecasting techniques.

CO2: Assess and select appropriate logistics strategies, including transportation modes, warehousing types, and materials handling systems for real-world scenarios.

CO3: Perform quantitative analysis using forecasting methods and inventory models like EOQ and reorder level to optimize operations.

CO4: Analyze logistics costs and performance metrics to enhance supply chain effectiveness and support strategic decision-making.

Sr. No.	Modules / Units
1	Overview of Logistics and Supply Chain Management and Elements of Logistics Mix
	<p>a) Introduction to Logistics Management • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</p> <p>b) Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration</p> <p>c) Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</p> <p>d) Demand Forecasting Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</p> <p>e) Transportation Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation</p> <p>f) Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</p> <p>g) Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p>h) Packaging Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>
2	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis and Recent Trends in Logistics and Supply Chain Management

<p>a) Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)</p> <p>b) Logistics Costing Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p>c) Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</p> <p>d) Logistical Network Analysis Meaning, Objectives, Importance, Scope, RORO/LASH</p> <p>d) Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure</p> <p>e) Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</p> <p>f) Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition</p> <p>g) Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management</p>
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SIES COLLEGE OF ARTS, SCIENCE & COMMERCE
(EMPOWERED AUTONOMOUS)

Sion (West), Mumbai – 400022.

Bachelor of Management Studies (BMS)

Programme: BMS

Course: Management

Studies

Syllabus for Third Year (BMS) Programme

(Implemented from 2025 – 2026)

(Under NEP)

**Credit Based Semester System (CBCS) and Outcome Based
Education (OBE) w.e.f academic year 2025-2026**

SEMESTER VI

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Media Planning and Management (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Media and Media Planning	15
2	Media Mix & Media Strategy	15
3	Media Budgeting, Buying & Scheduling	15
4	Media Measurement, Evaluation	15
Total		60

Learning Objectives: -

LO1: To understand Media Planning, Strategy and Management with reference to current business scenario.

LO2: To know the basic characteristics of all media to ensure most effective use of advertising budget.

LO3: To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

Course Outcomes:-

CO1: Explain concepts, role and process of media planning in marketing communication.

CO2: Apply media mix, media strategy and media scheduling techniques.

CO3: Analyze media research data and evaluate media buying decisions.

CO4: Evaluate media effectiveness using metrics like TRP, GRP and reach.

Sr. No.	Modules / Units
1	Overview of Media and Media Planning
	<p>a) Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> • Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning <p>b) Media Research:</p> <ul style="list-style-type: none"> • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey
2	Media Mix and Media Strategy
	<p>a) Media Mix:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix <p>b) Media Choices:</p> <ul style="list-style-type: none"> • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations <p>c) Emerging Media:</p> <ul style="list-style-type: none"> • Online, Mobile, Gaming, In flight, In Store, Interactive Media <p>d) Media Strategy:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • <input type="checkbox"/> Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.
3	Media Budgeting, Buying & Scheduling
	<p>a) Media Budget</p> <ul style="list-style-type: none"> • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase • Importance of Media Budget. • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin

	<p>Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</p> <p>b) Media Buying:</p> <ul style="list-style-type: none"> • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback • Criteria in Media Buying <p>c) Media Scheduling</p> <ul style="list-style-type: none"> • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers
4	Developments in International Marketing
	<p>a) Media Measurement:</p> <ul style="list-style-type: none"> • Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach • Television Metrics: Dairy v/s Peoplemeter,TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership • Radio Metrics: Arbitron Radio Rating • Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. • OOH Metrics: Traffic Audit Bureau (TAB) <p>b) Benchmarking Metrics:</p> <ul style="list-style-type: none"> • Share, Profile, and Selectivity Index <p>c) Plan Metrics:</p> <ul style="list-style-type: none"> • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). <p>d) Evaluating Media Buys</p> <ul style="list-style-type: none"> • Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships • Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. • Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Brand Management (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Brand Management	15
2	Planning and Implementing Brand Marketing Programs	15
3	Measuring and Interpreting Brand Performance	15
4	Growing and Sustaining Brand Equity	15
Total		60

Learning Objectives: -

LO1: To understand the meaning and significance of Brand Management

LO2: To Know how to build, sustain and grow brands

LO3: To know the various sources of brand equity

Course Outcomes:-

CO1: Explain branding concepts, brand equity and brand positioning strategies.

CO2: Apply brand building and brand marketing program techniques.

CO3: Analyze brand performance using qualitative and quantitative tools.

CO4: Evaluate strategies for sustaining and growing brand equity.

Sr. No.	Modules / Units
1	Introduction to Brand Management
	<p>a) Introduction to Brand Management:</p> <ul style="list-style-type: none"> • Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
2	Planning and Implementing Brand Marketing Programs
	<p>a) Planning and Implementing Brand Marketing Programs:</p> <ul style="list-style-type: none"> • Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements • Integrating Marketing Programs and Activities • Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing • Product Strategy: Perceived Quality and Relationship Marketing • Pricing Strategy: Setting Prices to Build Brand Equity • Channel Strategy: Direct, Indirect Channels • Promotion Strategy: Developing Integrated Marketing Communication Programs • Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
3	Measuring and Interpreting Brand Performance
	<p>a) The Brand Value Chain b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> • 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 <p>c) Young and Rubicam's Brand Asset Valuator d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> • 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
	<p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matri, Breadth of a Branding Strategy, Depth of a Branding Strategy

	<ul style="list-style-type: none">• 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 <p>b) Brand Extensions:</p> <ul style="list-style-type: none">• Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands over Time:</p> <ul style="list-style-type: none">• Reinforcing Brands, Revitalising Brands <p>d) Building Global Customer Based Brand Equity</p>
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***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
International Marketing (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to International Marketing & Trade	15
2	International Marketing Environment and Marketing Research	15
3	International Marketing Mix	15
4	Developments in International Marketing	15
Total		60

Learning Objectives: -

LO1: To understand International Marketing, its Advantages and Challenges.

LO2: To provide an insight on the dynamics of International Marketing Environment.

LO3: To understand the relevance of International Marketing Mix decisions and recent developments in Global Market

Course Outcomes:-

CO1: Explain concepts and scope of international marketing and trade.

CO2: Apply international market entry strategies and global marketing mix decisions.

CO3: Analyze international marketing environment including economic, political and cultural factors.

CO4: Evaluate international marketing strategies and global business challenges.

Sr. No.	Modules / Units
1	Introduction to International Marketing & Trade
	<p>a) Introduction of International Marketing:</p> <ul style="list-style-type: none"> • Meaning, Features of International Marketing, Need and Drivers of International Marketing, • Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization <p>b) Introduction to International Trade:</p> <ul style="list-style-type: none"> • Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC
2	International Marketing Environment and Marketing Research
	<p>a) International Marketing Environment:</p> <ul style="list-style-type: none"> • Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) • Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License. • Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) <p>b) Marketing Research:</p> <ul style="list-style-type: none"> • Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research
3	International Marketing Mix
	<p>a) International Product Decision</p> <ul style="list-style-type: none"> • International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning <p>b) International Pricing Decision:</p>

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

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Indirect Taxes (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Indirect Taxation and GST	15
2	Concept of Supply	15
3	Registration and Computation of GST	15
4	Filing of Returns	15
Total		60

Learning Objectives: -

LO1: To understand the basics of GST

LO2: To study the registration and computation of GST

LO3: To acquaint the students with filing of returns in GST

Course Outcomes:-

CO1: Explain concepts, structure and framework of GST in India.

CO2: Apply provisions related to supply, input tax credit and GST computation.

CO3: Analyze registration, filing of returns and compliance procedures.

CO4: Evaluate GST impact on business decisions and tax planning.

Sr. No.	Modules / Units
1	Introduction to Indirect Taxation and GST
	<p>A. Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)</p> <p>B. Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.</p> <p>C. Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act)</p> <p>D. Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.</p>
2	Concept of Supply
	<p>A. Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)</p> <p>B. Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.</p> <p>C. Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)</p> <p>D. Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)</p>
3	Registration and Computation of GST
	<p>A. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)</p> <p>B. Computation of GST – Computation of GST under Inter State and Intra State Supplies.</p> <p>C. Payment of Tax- Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)</p>
4	Filing of Returns

	<p>A. Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill</p> <p>B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)</p>
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***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Strategic Financial Management (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Dividend Decision and XBRL	15
2	Capital Budgeting and Capital Rationing	15
3	Shareholder Value and Corporate Governance/ Corporate Restructuring	15
4	Financial Management in Banking Sector and Working Capital Financing	15
Total		60

Learning Objectives: -

LO1: To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability

LO2: 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

LO3: To acquaint learners with contemporary issues related to financial management

Course Outcomes:-

CO1: Explain dividend theories and capital budgeting techniques.

CO2: Apply advanced financial decision-making tools under risk and uncertainty.

CO3: Analyze corporate restructuring and shareholder value creation.

CO4: Evaluate financial strategies in banking and working capital management.

Sr. No.	Modules / Units
1	Dividend Decision and XBRL
	<p>a) Dividend Decision:</p> <ul style="list-style-type: none"> • Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy <p>b) XBRL:</p> <ul style="list-style-type: none"> • Introduction, Advantages and Disadvantages, Features and Users
2	Capital Budgeting and Capital Rationing
	<p>a) Capital Budgeting:</p> <ul style="list-style-type: none"> • Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. <p>b) Capital Rationing:</p> <ul style="list-style-type: none"> • Meaning, Advantages, Disadvantages, Practical Problems
3	Shareholder Value and Corporate Governance/Corporate Restructuring
	<p>a) Shareholder Value and Corporate Governance:</p> <ul style="list-style-type: none"> • Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India <p>b) Corporate Restructuring:</p> <ul style="list-style-type: none"> • Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.
4	Financial Management in Banking Sector and Working Capital Financing
	<p>a) Financial Management in Banking Sector:</p> <ul style="list-style-type: none"> • An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances <p>b) Working Capital Financing:</p> <ul style="list-style-type: none"> • Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
International Finance (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Fundamentals of International Finance	15
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15
3	World Financial Markets & Institutions & Risks	15
4	Foreign Exchange Risk, Appraisal & Tax Management	15
Total		60

Learning Objectives: -

LO1: The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance

LO2: The course aims to give a comprehensive overview of International Finance as a separate area in International Business

LO3: To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market.

Course Outcomes:-

CO1: Explain concepts of international finance, exchange rates and monetary systems.

CO2: Apply foreign exchange risk management and derivative instruments.

CO3: Analyze international financial markets and investment decisions.

CO4: Evaluate international capital budgeting and financial strategies.

Sr. No.	Modules / Units
1	Fundamentals of International Finance
	<p>a) Introduction to International Finance:</p> <ul style="list-style-type: none"> • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance <p>b) Balance of Payment:</p> <ul style="list-style-type: none"> • 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. <p>c) International Monetary Systems:</p> <ul style="list-style-type: none"> • 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 <p>d) An introduction to Exchange Rates:</p> <ul style="list-style-type: none"> • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations • <input type="checkbox"/> Direct & Indirect Rates • <input type="checkbox"/> Cross Currency Rates • <input type="checkbox"/> Spread & Spread % • Factors Affecting Exchange Rates
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
	<p>a) Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) <p>b) International Parity Relationships & Foreign Exchange Rate:</p> <ul style="list-style-type: none"> • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) <p>c) Currency & Interest Rate Futures:</p> <ul style="list-style-type: none"> • 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
	<p>a) Euro Currency Bond Markets:</p> <ul style="list-style-type: none"> • 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

	<p>b) International Equity Markets & Investments:</p> <ul style="list-style-type: none"> • 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 <p>c) International Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • 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 <p>d) International Capital Budgeting:</p> <ul style="list-style-type: none"> • 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
	<p>a) Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</p> <p>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</p> <p>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</p>

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Digital Marketing (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Digital Marketing	15
2	Digital Marketing Strategy	15
Total		30

Learning Objectives: -

LO1: To learn what digital marketing is and why it matters.

LO2: To Understand how tools like SEO, social media, and email marketing work.

LO3: To Create a simple digital marketing plan for a product or business.

Course Outcomes:-

CO1: Explain concepts, tools and channels of digital marketing.

CO2: Apply digital marketing strategies including SEO, social media and content marketing.

CO3: Analyze digital campaigns using analytics and performance metrics.

CO4: Evaluate emerging trends and challenges in digital marketing.

Sr. No.	Modules / Units
1	Introduction to Digital Marketing
	<p>Introduction to Digital Marketing</p> <ul style="list-style-type: none"> • Definition and evolution • Traditional vs. digital marketing • Benefits and challenges <p>Digital Marketing Channels</p> <ul style="list-style-type: none"> • Search engine marketing (SEO and SEM) • Social media marketing (Facebook, Instagram, LinkedIn, etc.) • Email marketing • Affiliate marketing • Influencer marketing
2	Digital Marketing Strategy
	<p>Content Marketing</p> <ul style="list-style-type: none"> • Content creation and strategy • Blogging and video marketing • Content calendars and storytelling <p>Social Media Marketing</p> <ul style="list-style-type: none"> • Campaign planning and execution • Social media tools and analytics • Case studies of successful social media campaigns <p>Email and Mobile Marketing</p> <ul style="list-style-type: none"> • Email campaign tools • Mobile ads, push notifications, and app-based marketing

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Retail Management (Marketing Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Retail Management- An overview	15
2	Managing and Sustaining Retail	15
Total		30

Learning Objectives: -

LO1: To familiarize the students with retail management concepts and operations

LO2: To provide understanding of retail management and types of retailers

LO3: To develop an understanding of retail management terminology including merchandize management, store management and retail strategy.

Course Outcomes:-

CO1: Explain concepts, scope and formats of retail management.

CO2: Apply retail store operations, design and merchandising techniques.

CO3: Analyze consumer behaviour and technology applications in retailing.

CO4: Evaluate retail strategies and emerging trends in organized retail.

Sr. No.	Modules / Units
1	Retail Management- An overview
	<p>a) Retail Management:</p> <ul style="list-style-type: none"> • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b) Retail Formats:</p> <ul style="list-style-type: none"> • Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations <p>c) Emerging Trends in Retailing</p> <ul style="list-style-type: none"> • Impact of Globalization on Retailing • I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • <input type="checkbox"/> Airport Retailing
2	Managing and Sustaining Retail
	<p>a) Retail Store Operations:</p> <ul style="list-style-type: none"> • Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) <p>b) Store Design and Layout:</p> <ul style="list-style-type: none"> • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics • Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning, Significance, Concept of Digital Signage • Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps <p>c) Visual Merchandising and Display:</p> <ul style="list-style-type: none"> • Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising • The Concept of Planogram • Display- Meaning, Methods of Display, Errors in Creating Display

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V***

With Effect from the Academic Year 2025-2026

***Subject 1
Risk Management II (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Risk Governance and Assurance	15
2	Risk Management in Insurance	15
Total		30

Learning Objectives: -

LO1: To understand the principles of risk governance, assurance, and the Three Lines of Defense.

LO2: To identify stakeholder expectations and formulate effective risk response strategies.

LO3: To apply risk-based methods to insurance pricing, claims, and alternative risk transfer mechanisms.

Course Outcomes:-

CO1: Explain risk governance, assurance and stakeholder expectations.

CO2: Apply risk management practices in insurance and financial sectors.

CO3: Analyze risk assessment frameworks and control mechanisms.

CO4: Evaluate integrated risk management strategies and reporting systems.

Sr. No.	Modules / Units
1	Risk Governance and Assurance
	<p>a) Risk Governance:</p> <ul style="list-style-type: none"> • Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance <p>b) Risk Assurance:</p> <ul style="list-style-type: none"> • Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk <p>c) Risk and Stakeholders Expectations:</p> <ul style="list-style-type: none"> • <input type="checkbox"/> Identifying the Range of Stakeholders and Responding to Stakeholders Expectations
2	Risk Management in Insurance
	<p>a) Insurance Industry:</p> <ul style="list-style-type: none"> • Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary <p>b) Players of Insurance Business:</p> <ul style="list-style-type: none"> • Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification <p>c) Claim Management:</p> <ul style="list-style-type: none"> • <input type="checkbox"/> General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 1
Project Management II (Finance Elective)***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Budgeting, Cost & Risk Estimation in Project Management	15
2	New Dimensions in Project Management	15
Total		30

Learning Objectives: -

LO1: To understand the principles and techniques of budgeting, cost estimation, and financial risk management in project planning and execution.

LO2: To analyze the types of risks in projects and apply risk management strategies through effective identification, assessment, and mitigation.

LO3: To evaluate the financial viability of projects using cost-benefit analysis, investment criteria, and various valuation models for decision-making.

LO4: To explore modern developments in project management, focusing on process improvement, monitoring, controlling, and project termination strategies.

Course Outcomes:-

CO1: Students will be able to **analyze and estimate project financial requirements**, including sources of finance, budgeting, cost control mechanisms, and the impact of leveraging on project cost.

CO2: Students will be able to **identify, assess, and manage project risks**, and apply techniques such as risk analysis, work breakdown structure, and cost-benefit analysis for effective project evaluation and decision-making.

CO3: Students will be able to **apply modern tools and techniques in project management**, including PMMM, PMIS, capacity planning, and continuous improvement for efficient project monitoring and control.

CO4: Students will be able to **evaluate project performance, implement monitoring and control systems, and manage project termination processes**, including auditing, review, and problem-solving strategies.

Sr. No.	Modules / Units
1	Budgeting, Cost & Risk Estimation in Project Management
	<p>a) Funds Estimation in Project:</p> <ul style="list-style-type: none"> • Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance <p>b) Risk Management in Projects:</p> <ul style="list-style-type: none"> • What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) <p>c) Cost Benefit Analysis in Projects</p> <ul style="list-style-type: none"> • <input type="checkbox"/> Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions
2	New Dimensions in Project Management
	<p>a) Modern Development in Project Management:</p> <ul style="list-style-type: none"> • Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning <p>b) Project Monitoring & Controlling:</p> <ul style="list-style-type: none"> • Introduction to Project Monitoring & Controlling, The Planning – Monitoring- Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle <p>c) Project Termination & Solving Project Management Problems:</p> <ul style="list-style-type: none"> • <input type="checkbox"/> Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI***

With Effect from the Academic Year 2025-2026

***Subject 2
Operations Research***

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
Total		30

Learning Outcomes

LO1: Develop analytical and problem-solving skills.

LO2: Apply optimization techniques in business decisions.

Course Outcome

CO1: Understand concepts and applications of operations research.

CO2: Apply linear programming techniques for optimization.

CO3: Analyze assignment and transportation models.

CO4: Evaluate decision-making using quantitative methods.

Sr. No.	Modules / Units
1	Introduction to Operations Research and Linear Programming
	<p>a) Introduction To Operations Research</p> <ul style="list-style-type: none"> • Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. <p>b) Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none"> • Introduction to Linear Programming • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be —less than or equal to, —greater than or equal to or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. <p>d) Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> • Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. • Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) • All Constraints to be —less than or equal to Constraints. (—Greater than or Equal to Constraints not included.) • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. Note: 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical.
2	Assignment and Transportation Models
	<p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included. b)