



JAI HIND COLLEGE
BASANTSING INSTITUTE OF SCIENCE
&
J.T.LALVANI COLLEGE OF COMMERCE
(AUTONOMOUS)

"A" Road, Churchgate, Mumbai - 400 020, India.

Affiliated to
University of Mumbai

Program: BMS

Proposed Course: Management Studies

Semester VI

**Credit Based Semester and Grading System (CBGS) with effect
from the academic year 2020-21**

TYBMS Semester VI – Application Based Learning

Academic year 2020-2021

Semester VI			
Course Code	Course Title	Credits	Lectures /Week
CBMS601	Operations Research	5	4
CBMS602	Research Project	5	4
	FINANCE ELECTIVES		
CBMS603	Indirect tax	5	4
CBMS604	International Finance	5	4
CBMS605	Innovative Financial Services	5	4
CBMS606	Strategic Financial Management	5	4
	MARKETING ELECTIVES		
CBMS607	Brand Management	5	4
CBMS608	Retail Management	5	4
CBMS609	International Marketing	5	4
CBMS610	Media Planning & Management	5	4

**Note : Number of Credits is inclusive of Teaching & Notional hours*

Semester VI – Application Based Learning

Course: CBMS601	1. Operation Research (Credits :4 Lectures/week: 4L)	
	<p>Objectives:</p> <ul style="list-style-type: none"> • The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance • The course aims to give a comprehensive overview of International Finance as a separate area in International Business • 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. 	
Unit I	<p>Introduction to Operations Research:</p> <ul style="list-style-type: none"> a) OR Techniques, Areas of Application, b) Applications of LP c) Components of LP d) Requirements for Formulation of LP Problem e) Assumptions Underlying Linear Programming. f) Steps in Solving LP Problems g) LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) <p>1.2 Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> a) Maximization & Minimization Type Problems. (Max. Z & Min. Z) b) Two Decision Variables and Maximum Three Constraints Problem c) Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. d) Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint <p>1.3 Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> a) Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) b) Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) c) All Constraints to be “less than or equal to” Constraints. 	15 L

	<p>(“Greater than or Equal to” Constraints not included.)</p> <p>d) 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.</p> <p>e) Case studies with use of excel.</p>	
Unit II	<p>2.1 Assignment Problem – Hungarian Method</p> <p>a) Maximization & Minimization Type Problems.</p> <p>b) Balanced and Unbalanced Problems.</p> <p>c) Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</p> <p>d) Simple Formulation of Assignment Problems.</p> <p>e) Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.</p> <p>f) Case studies with use of excel.</p> <p>2.2 Transportation Problems</p> <p>a) Maximization & Minimization Type Problems.</p> <p>b) Balanced and Unbalanced problems.</p> <p>c) Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</p> <p>d) Simple Formulation of Transportation Problems.</p> <p>e) Initial Feasible Solution (IFS) by:</p> <ol style="list-style-type: none"> 1. North West Corner Rule (NWCR) 2. Least Cost Method (LCM) 3. Vogel’s Approximation Method (VAM) <p>f) Maximum 5 x 5 Transportation Matrix.</p> <p>g) Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ)</p> <p>h) Maximum Two Iterations (i.e. Maximum Two Loops) after IFS.</p> <p>i) Case studies with use of excel.</p>	15 L
Unit III	<p>3.1 Critical Path Method (CPM)</p> <p>a) Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity,</p> <p>b) Construction of a Network Diagram. Node Relationship and Precedence Relationship.</p> <p>c) Principles of Constructing Network Diagram.</p> <p>d) Use of Dummy Activity</p> <p>e) Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time.</p> <p>f) Forward Pass and Backward Pass Methods.</p> <p>g) Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and</p>	15 L

	<p>h) Interfering Float.</p> <p>3.2 Project Crashing</p> <ul style="list-style-type: none"> a) Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. b) Costs involved in Project Crashing: Direct, Indirect, Penalty and Total Costs. c) Time – Cost Trade off in Project Crashing. d) Optimal (Minimum) Project Cost and Optimal Project Completion Time. e) Process of Project Crashing. f) Numerical based on Maximum Four (04) Iterations of Crashing g) Case studies with use of excel. <p>3.3 Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> a) Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). b) Expected Time (te) of an Activity Using Three Time Estimates. c) Difference between CPM and PERT. d) Construction of PERT Network using ‘te’ values of all Activities. e) Mean (Expected) Project Completion Time. f) Standard Deviation and Variance of Activities. g) Project Variance and Project Standard Deviation. h) ‘Prob. Z’ Formula. i) Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique. j) Case studies with use of excel. 	
<p>Unit IV</p>	<p>4.1 Decision Theory</p> <ul style="list-style-type: none"> a) Decision Environments – Risk & Uncertainty. Payoff Table, Regret Table b) Decision Making under Uncertainty c) Maximin & Maximax Criteria d) Minimax Regret Criterion e) Laplace Criterion f) Hurwicz Criterion g) Expected Monetary Value Criterion. h) Expected Value of Perfect Information (E.V.P.I) i) Expected Opportunity Loss (E.O.L) c) Case studies with use of excel. <p>4.2 Job Sequencing Problem</p> <ul style="list-style-type: none"> a) Processing Maximum 9 Jobs through Two Machines only. 	<p>15 L</p>

- b) Processing Maximum 6 Jobs through Three Machines only.
- c) Calculations of Idle Time, Elapsed Time etc.

4.3 Theory of Games

- a) Introduction
- b) Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.
- c) Types of Games.
- d) Numericals based on: Two Person Zero Sum Games, Pure Strategy Games (Saddle Point available)
- e) Case studies with use of excel.

References:

1. Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons
2. Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series
3. Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.
4. L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.

Semester VI – Application Based Learning

Course: CBMS603	4. Indirect Taxes (Credits :3 Lectures/week: 4L)	
	Objectives <ul style="list-style-type: none"> • To understand the basics of GST • To study the registration and computation of GST • To acquaint the students with filing of returns in GST 	
Unit I	Introduction to Indirect Taxation and GST 1.1 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) 1.2 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. 1.3 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 (93) of CGST Act) 1.4 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.	15 L

Unit II	<p>Concept of Supply</p> <p>2.1 Taxable Event Supply–Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III,</p> <p>2.2 Composite and Mixed Supplies (Sec 8 of CGST Act)</p> <p>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>2.3 Time of Supply-Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec31 (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>2.4 Value of Supply –Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules2017), 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>	15 L
Unit III	Registration and Computation of GST	15 L
	<p>3.1 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>3.2Computation of GST – Computation of GST under Inter State and Intra State Supplies.</p> <p>3.3Payment 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>	
Unit IV	<p>Filing of Returns</p> <p>4.1Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act),</p> <p>4.2Hands on Experience on online filing of returns</p>	15 L
<p>References:</p> <ol style="list-style-type: none"> 1. Comprehensive Guide on Indirect Tax Laws GST by Dr. Yogendra Bangar & Dr. Vandana Bangar 2. GST for the Layman by Apeksha Solanki, Bloomsbury India 3. GST ready Recknor by V.S. Datey, Taxman Publishing 4. GST Guide for Students by CA Vivek Kr. Agarwal, Neelam Book House 		

Semester VI – Application Based Learning

Course: CBMS604	1. International Finance (Credits :3 Lectures/week: 4L) 2.	
	Objectives: <ul style="list-style-type: none"> • The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance • The course aims to give a comprehensive overview of International Finance as a separate area in International Business • 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. 	
Unit I	Fundamentals of International Finance (a). Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance (b). Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Methods to solve BOP disequilibrium. (c) International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System (Smithsonian Agreement), Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, Fixed & Flexible Exchange Rate System (d) An introduction to Exchange Rates: Spot Foreign Exchange Market ,Exchange Rate Quotations, Direct & Indirect Rates, Cross Currency Rates, Spread & Spread % Factors Affecting Exchange Rates e) OECD f) Masala bonds, SWIFT g) Letter of Credit and Letter of Comfort	15 L

Unit II	<p>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</p> <p>a) Foreign Exchange Markets: b) Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) c) International Parity Relationships & Foreign Exchange Rate: d) Interest Rate Parity, Purchasing Power Parity & Fishers Parity, e) Forecasting Exchange Rates (Efficient Market Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) f) Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, g) Hedging & Speculation with Interest Rate Futures, Currency Options in India</p>	15 L
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Unit III	<p>World Financial Markets & Institutions & Risks</p> <p>(a). Euro Currency Bond Markets: Introduction to Euro Currency Market, Evolution & Growth of 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. Types (Euro Bonds, Euro Notes & Euro Equity). Discussion on US Financial Crisis 2008).</p> <p>(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</p> <p>(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</p> <p>d. Global financial systems post COVID-19</p>	15 L
Unit IV	<p>Foreign Exchange Risk, Appraisal & Tax Management</p> <p>(a). Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Arbitrage & Speculation, Exposure + Types</p> <p>(b). Fundamental instruments of Risk Management: 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</p> <p>(c). 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>	15L
<p>References:</p> <ol style="list-style-type: none"> 1. Books on International Finance, by ICFAI (Workbook) 2. P G Apte, International Financial Management, 5th Edition, The McGraw Hill 3. Cheol . S. Eun & Bruce G. Resnick, International Finance Management 4. Maurice D. Levi, International Finance – Special Indian Edition 5. Prakash G. Apte, International Finance – A Business Perspective 6. V A. Aadhani, International Finance 		

Semester VI – Application Based Learning

Course: CBMS605	3. Innovative Financial Services (Credits :3 Lectures/week: 4L)	
	<p>Objectives</p> <ul style="list-style-type: none"> • To familiarize the learners with the fundamental aspects of various issues associated with various Financial Services • To give a comprehensive overview of emerging financial services in the light of globalization. • To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services. 	
Unit I	<p>Introduction to Traditional Financial Services</p> <p>1.1 Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework, NBFCs</p> <p>1.2 Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</p> <p>1.3 Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</p>	15 L
Unit II	<p>Issue Management and Securitization</p> <p>2.1 Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <p>2.2 Stock Broking: Introduction, Stock Brokers, Sub Brokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading</p> <p>2.3 Securitization: Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitise Assets, Benefits of Securitization, New Guidelines on Securitization</p>	15 L
Unit III	<p>Financial Services and its Mechanism</p> <p>3.1 Lease Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing.</p> <p>3.2 Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy</p>	15 L

	<p>Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC’s, Housing Finance Agencies</p> <p>3.3 Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p> <p>3.4 Private Equity: Meaning and Stages</p>	
Unit IV	<p>Consumer Finance:</p> <p>4.1 Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance</p> <p>4.2 Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. Smart Cards- Features, Types, Security Features and Financial Applications</p> <p>4.3 Credit Rating: , CIBIL Score Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating</p> <p>4.4. Trends in consumer finance amidst COVID-19</p>	15 L
References	<ol style="list-style-type: none"> 1. IM Pandey, Financial Management, Vikas Publishing House Ltd. 2. Khan M.Y., Financial Services, Mc Graw Hill Education. 3. Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints. 4. Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House 	

Semester VI – Application Based Learning

Course: CBMS606	5. Strategic Financial Management (Credits :3 Lectures/week: 4L)	
	Objectives <ul style="list-style-type: none"> • To match the needs of current market scenario and upgrade the learner’s skills and knowledge for long term sustainability • 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. • To acquaint learners with contemporary issues related to financial Management 	
Unit I	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 1.2 XBRL: Introduction, Advantages and Disadvantages, Features and Users	15 L
Unit II	Capital Budgeting and Capital Rationing 2.1 Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent approach, Sensitivity analysis, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. 2.2 Capital Rationing: Capital Stacking, Resource Allocation and Capex planning, Meaning, Advantages, Disadvantages, Practical Problems 2.3 Case studies	15 L
Unit III	Shareholder Value and Corporate Governance/Corporate 3.1 Restructuring 3.2 Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of 3.3 Corporate Governance in India, Z score and Camel score 3.4 Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm’s Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	15 L

Unit IV	Financial Management in Banking Sector and Working Capital Financing 4.1 Financial Management in Banking Sector: An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances 4.2 Working Capital Financing: Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive approach, conservative approach, pre and post shipment policy	15 L
References	<ol style="list-style-type: none"> 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 	

Semester VI – Application Based Learning

Course: CBMS607	6. Brand Management (Credits :3 Lectures/week: 4L)	
	Objectives <ul style="list-style-type: none"> • To understand the meaning and significance of Brand Management • To Know how to build, sustain and grow brands • To know the various sources of brand equity 	
Unit I	Introduction to Brand Management 1.1 Introduction to Brand Management: a) Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, b) Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), c) Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, d) Brand Positioning: Meaning, Importance, Basis e) 24*7 brand management f) Brand management of technology brands, service brands	15 L
Unit II	Planning and Implementing Brand Marketing Programs 2.1 Planning and Implementing Brand Marketing Programs: 2.2 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements a) Integrating Marketing Programs and Activities 2.3 Personalised Marketing: Experiential Marketing, One to One Marketing, Permission Marketing 2.4 Product Strategy: Perceived Quality and Relationship Marketing 2.5 Pricing Strategy: Setting Prices to Build Brand Equity 2.6 Channel Strategy: Direct, Indirect Channels 2.7 Promotion Strategy: Developing Integrated Marketing Communication Programs 2.8 Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, 2.9 Channel of Distribution, Co-branding, Characters, Events.	15 L

Unit III	<p>Measuring and Interpreting Brand Performance</p> <p>3.1 The Brand Value Chain</p> <p>3.2 Measuring Sources of Brand Equity:</p> <p>3.3 Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association</p> <p>3.4 Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator d) Measuring Outcomes of Brand Equity</p> <p>3.5 Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</p> <p>3.6 Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology</p>	15 L
Unit IV	<p>Growing and Sustaining Brand Equity</p> <p>4.1 Designing & Implementing Branding Strategies:</p> <p>a) Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, of a Branding Strategy, Depth of a Branding Strategy, Digital Brand Management</p> <p>b) Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Levels Cause Marketing to Build Brand Equity: Meaning of Cause Marketing,</p>	15 L
References :	<ol style="list-style-type: none"> 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 6. Keller Kevin Lane, Strategic Brand Management 4e-2015 Professor Shubroto Sen gupta 	

Semester VI – Application Based Learning

<p>Course: CBMS608</p>	<p>7. Retail Management (Credits :3 Lectures/week: 4L)</p>	
	<p>Objectives</p> <ul style="list-style-type: none"> • To familiarize the students with retail management concepts and operations • To provide understanding of retail management and types of retailers • To develop an understanding of retail management terminology including merchandise management, store management and retail strategy. • To acquaint the students with legal and ethical aspects of retail management • To create awareness about emerging trends in retail management 	
<p>Unit I</p>	<p>Retail Management- An overview</p> <p>1.1 Retail Management:</p> <p>a) Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</p> <p>b) Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations Emerging Trends in Retailing Impact of Globalization on Retailing</p> <p>c) I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</p> <p>d) FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</p> <p>e) Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</p> <p>f) Green Retailing, Airport Retailing</p> <p>g) Omnichannel retailing</p> <p>h) Cash & Carry retail</p> <p>i) Current trends in retail</p>	<p align="center">15 L</p>

<p>Unit II</p>	<p>Retail Consumer and Retail Strategy</p> <p>2.1 Retail Consumer/Shopper: Link between offline and online shopping</p> <p>a) Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for</p> <p>b) Understanding Retail Markets and Shoppers</p> <p>2.2 CRM in Retail:</p> <p>a) Meaning, Objectives, Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</p> <p>b) Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain</p> <p>Store Location Selection:</p> <p>c) Meaning, Types of Retail Locations, Factors Influencing Store Location</p> <p>2.3HRM in Retail: Meaning, Significance, Functions, Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</p>	<p>15 L</p>
<p>Unit III</p>	<p>Merchandise Management and Pricing</p> <p>3.1 Merchandise Management Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing Meaning, Process, Sources for Merchandise</p> <p>3.2 Buying Function: Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer Concept of Lifestyle Merchandising - Grocery, Electronics and luxury Private Label Meaning, Need and Importance, Private Labels in India</p> <p>Retail Pricing Meaning, Considerations in Setting Retail Pricing</p> <p>3.3 Pricing Strategies: a)High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price Self-Selected Variable Pricing/ Second Degree Price Discrimination Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing Variable Pricing by Market Segment/ Third Degree Price Discrimination</p>	<p>15 L</p>

<p>Unit IV</p>	<p>Managing and Sustaining Retail</p> <p>4.1 Retail Store Operations: Shuttle up and shuttle down Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)</p> <p>4.2 Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics</p> <p>4.3 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> <p>4.4 Visual Merchandising and Display: Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</p> <p>4.5 The Concept of Planogram Display- Meaning, Methods of Display, Errors in Creating Display</p> <p>4.6 Mall Management Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management e) Legal and Ethical Aspects of Retailing Licenses/Permissions Required to Start Retail Store in India, Ethical Issues in Retailing Career Options in Retailing</p>	<p>15 L</p>
<p>References:</p>	<ol style="list-style-type: none"> 1. Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill 2. Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai. 3. Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai. 4. Dunne Lusch, "Retail Management", South Western Cengage Learning 5. K.S. Menon, "Store Management", Macmillan India Ltd., 6. Keith Lincoln, Lars Thomessen & Anthony Aconis, "Retailization -Brand Survival in the Age of Retailer Power", Kogan Page Ltd., 7. Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill. 8. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press 9. Kishore Biyani, "It Happens in India",& " The Wall Mart Story" 10. Store Manager, Organiser / Planner- DMS Retail 11. Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai. 12. Why we buy by Paco Underhill 13. Call of the mall by Paco Underhill 	

Semester VI – Application Based Learning

<p>Course: CBMS609</p>	<p>8. International Marketing (Credits :3 Lectures/week: 4L)</p>	
	<p>Objectives</p> <ul style="list-style-type: none"> • To understand International Marketing, its Advantages and Challenges. • To provide an insight on the dynamics of International Marketing Environment. To understand the relevance of International Marketing Mix decisions and recent developments in Global Market 	
<p>Unit I</p>	<p>Introduction to International Marketing & Trade</p> <p>1.1 Introduction of International Marketing: Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization</p> <p>1.2 Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non-Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</p>	<p>15 L</p>
<p>Unit II</p>	<p>International Marketing Environment and Marketing Research</p> <p>2.1 International Marketing Environment: Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti-Dumping Law and Import License.</p> <p>2.2 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> <p>2.3 Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research</p>	<p>15 L</p>

Unit III	<p>International Marketing Mix</p> <p>3.1 International Product Decision: International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning</p> <p>3.2 International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing, International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</p> <p>3.3 International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel d) International Promotion Decisions Concept of International Promotion Decision, Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness Standardization V/S Adaptation of International Promotional Strategies, International Promotional Tools/Elements</p>	15 L
Unit IV	<p>Developments in International Marketing</p> <p>4.1 Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan</p> <p>4.2 International strategies: Need for International Strategies, Types of International Strategies International Marketing of Services Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture</p>	15 L

References	<ol style="list-style-type: none"> 1. Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011 2. Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition . 3. RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007. 4. Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition 5. Francis Cherunilam, International Business, PHI Learning Private Limited New Delhi, Fifth Edition . 6. Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition. 7. Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition 8. Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition 9. Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition 10. Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007 11. Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication , Fifth Edition. 	
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Semester VI – Application Based Learning

<p>Course: CBMS610</p>	<p>9. Media Planning and Management (Credits :3 Lectures/week: 4L)</p>	
	<p>Objectives</p> <ul style="list-style-type: none"> • To understand Media Planning, Strategy and Management with reference to current business scenario. • To know the basic characteristics of all media to ensure most effective use of advertising budget. • To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys. 	
<p>Unit I</p>	<p>Overview of Media and Media Planning</p> <p>1.1 Overview of Media and Media Planning: •Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning,</p> <p>1.2 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> <p>1.3 Media Research: •Meaning, Role and Importance •Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey</p> <p>1.4 Digital Media</p>	<p align="center">15 L</p>
<p>Unit II</p>	<p>Media Mix and Media Strategy</p> <p>2.1 Media Mix: •Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix</p> <p>2.2 Media Choices: •Print Meaning-Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</p> <p>2.3 Emerging Media: •Online, Mobile, Gaming, In flight, In Store, Interactive Media d) Media Strategy: • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</p>	<p align="center">15 L</p>

<p>Unit III</p>	<p>Media Budgeting, Buying & Scheduling</p> <p>3.1 Media Budget • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing</p> <p>, Frequency of Purchase • Importance of Media Budget. • Methods of</p> <p>3.2 Setting Media Budget -Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</p> <p>3.3 Media Buying: • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying,</p> <p>Plan Presentation and Client Feedback • Criteria in Media Buying</p> <p>3.4 Media Scheduling • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target</p> <p>Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers</p>	<p>15 L</p>
<p>Unit IV</p>	<p>Media Measurement</p> <p>4.1 Programmatic buying & planning</p> <p>Media Measurement: • Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach • Television Metrics: Dairy v/s Peoplemeter, TRP, /TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership • Radio Metrics: Arbitron Radio Rating • Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. • OOH Metrics: Traffic Audit Bureau (TAB)</p> <p>4.2 Benchmarking Metrics: • Share, Profile, and Selectivity Index</p> <p>Plan Metrics: • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). d) Evaluating Media Buys • Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point (CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships • Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. • Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet buys and mobile buys.</p>	<p>15 L</p>

References	<ol style="list-style-type: none"> 1. Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010 2. Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition. 3. Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition 4. Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited, 5. Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications 6. Charles Warner and Joseph Buchman, Media selling ,Surjeet Publication,3rd edition 	
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Evaluation Scheme

Evaluation scheme for Application based courses

I. Continuous Assessment (C.A.) - 40 Marks

(i) C.A.-I : Test/ Project/ Assignment (20 Marks)

(ii) C.A.-II : Test/ Project/ Assignment (20 Marks)

II. Semester End Examination(SEE)- 60 Marks