HSNC Board's
# Smt. Chandibai Himathmal Mansukhani College
(Autonomous)
(Affiliated to the University of Mumbai )
University College Code : 217-JD Office : T14

HYDERABAD (SIND) NATIONAL COLLEGIATE BOARD

Estd. 1965

Principal : Dr. Manju Lalwani Pathak

**Ref No: CHM (A) AC/C/01/2025**
**Date: 18th June 2025**

## CIRCULAR

The immediate attention of all concerned is invited to this office Circular No. CHM (A) AC 05/2025 dated 19th May, 2025 regarding the Choice Based and Credit Based Syllabus (CBCS) for all subjects of F.Y.B.Com. Management Studies & T.Y.BMS SEM - I & SEM – V respectively.

It is hereby communicated that the recommendations of the syllabus made by the Ad-hoc Board of Studies in Management Studies coordinated by the Dean, Faculty of Commerce in the meeting of Academic Council held on 23rd May, 2025 vide item No. 1.3, have been accepted and subsequently passed.

In accordance, therewith, the syllabus as per the CBCS has been brought into force with effect from the academic year 2025 – 2026 and accordingly the same is attached for reference and is available on the College's website www.chmcollege.in

Ulhasnagar - 421 003
18th June, 2025

**Dr. Manju Lalwani Pathak**
Principal & Chairperson, Academic Council

Copy forwarded for information to:-

1) The Dean, Faculty of Humanities.
2) The Chairperson, Ad-hoc Board of Studies.
3) The Controller of Examination.
4) The Registrar

P.B. No.17, Opp. Railway Station, Smt. Chandibai Himathmal Mansukhani Road, Ulhasnagar - 421 003, Dist. Thane. (Maharashtra)
Tel. : +91 251 273 4940 Fax : + 91251 273 1869 E-mail : principal.chmc@gmail.com website : chmcollege.in

HSNC Board's

**Smt. Chandibai Himathmal Mansukhani College, Ulhasnagar**

**(Autonomous)**

**Affiliated to the University of Mumbai**

# Bachelor of Management Studies

# (Self-Financing Course)

## Semester – V

**Choice Based and Credit Based syllabus with effect from the Academic Year 2025-2026**

## PREAMBLE

With the conferment of autonomous status to Smt. Chandibai Himathmal Mansukhani College, Ulhasnagar, the institution enters a transformative phase in higher education—marked by academic innovation, learner-centric design, and greater responsiveness to change. Autonomy enables the college to frame relevant, forward-looking syllabi that reflect evolving academic, industry, and student needs.

Accordingly, the Bachelor of Management Studies (BMS) program has been thoroughly revised. The new curriculum is the result of collaboration among faculty, academic experts, industry professionals, and alumni, ensuring a balanced and practice-oriented approach. It retains strong foundations in core areas like marketing, finance, HR, operations, and strategy, while integrating contemporary fields such as digital business, analytics, entrepreneurship, sustainability, and global practices.

A major focus is on experiential learning through case studies, fieldwork, role-plays, internships, and industry interactions—encouraging application of theory to real-world contexts. The program nurtures critical thinking, leadership, communication, and ethical decision-making.

Autonomy also supports interdisciplinary courses, soft skills, and flexible learning pathways, with periodic feedback-driven reviews. The revised syllabus aims to produce capable, responsible, and globally aware management professionals.

## PROGRAMME SPECIFIC OUTCOME (PSOs)

**PSO1:** Demonstrate foundational knowledge of core management principles in areas such as marketing, finance, human resources, and operations.
**PSO2:** Apply analytical, decision-making, and problem-solving skills using case studies, simulations, and project-based learning in real-world business scenarios.
**PSO3:** Exhibit effective communication, leadership, and interpersonal abilities necessary for teamwork and managerial responsibilities.
**PSO4:** Demonstrate ethical awareness and social responsibility by understanding the principles of corporate governance and sustainable business practices.
**PSO5:** Pursue entrepreneurial ventures, higher education, or corporate careers with enhanced innovation, industry exposure, and employability skills.

**Smt. Chandibai Himathmal Mansukhani College**
**(Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Logistics and Supply Chain Management

**Core Course**
**4 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Logistics and Supply Chain Management
## Course Code: CHM(A)46001

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course offers an in-depth understanding of logistics and supply chain management, focusing on their strategic importance in enhancing operational efficiency and customer satisfaction. Students will learn key concepts such as inbound and outbound logistics, integrated logistics, and the circular supply chain, along with the role of logistics in customer service and demand forecasting. The course covers essential elements like transportation, warehousing, materials handling, and packaging, while introducing tools for inventory management, logistics costing, and performance measurement. Emphasis is also placed on recent trends. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 4 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives**:<br>1. To provide foundational understanding of logistics and supply chain management, emphasizing their strategic role in optimizing business operations.<br>2. To familiarize students with core logistics functions—such as transportation, warehousing, packaging, and materials handling—and their integration within the broader supply chain.<br>3. To explore inventory control methods, logistics costing strategies, and performance measurement tools that enhance supply chain efficiency and decision-making.<br>4. To analyze global and technological trends in logistics. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Gain a thorough understanding of logistics and supply chain management principles and practices in both domestic and global contexts, distinguishing between logistics operations and supply chain functions.<br>**LO2**: Analyze the logistics performance cycle and evaluate the importance of customer service<br>**LO3**: Assess transportation, warehousing, packaging, and materials handling techniques while understanding how technologies like automation, IoT, and smart warehousing enhance operational efficiency.<br>**LO4**: Apply inventory management techniques (e.g., EOQ, reorder levels), analyze logistics costs using advanced methods. | |

| 10 | **Scheme of Examination and Assessment Pattern** |
|---|---|

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are compulsory carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br><br>1. Chopra, Sunil, and Peter Meindl. *Supply Chain Management: Strategy, Planning, and Operation*. 8th ed., Pearson India, 2023.<br>2. Sharma, A. K. *Supply Chain Management: Concepts and Cases*. Pearson Education India, 2020.<br>3. Dutta, D. *Logistics and Supply Chain Management*. Oxford University Press India, 2022.<br>4. Gopalakrishnan, P., and M. Sundaresan. *Materials Management: An Integrated Approach*. Prentice-Hall of India, 2018.<br>5. Shah, Janat. *Supply Chain Management: Text and Cases*. Pearson Education India, 2009.<br>6. Bowersox, Donald J., David J. Closs, and M. Bixby Cooper. *Supply Chain Logistics Management*. 4th ed., McGraw-Hill Education, 2013.<br>7. Christopher, Martin. *Logistics and Supply Chain Management*. 5th ed., Pearson Education, 2016.<br>8. Rushton, Alan, Phil Croucher, and Peter Baker. *The Handbook of Logistics and Distribution Management*. 6th ed., Kogan Page, 2022<br>9. Lalchandani Sunil and Khiyani Bharti. *Logistics and Supply Chain Management*. 3rd Edition., Himalaya Publications, 2023 |

**Smt. Chandibai Himathmal Mansukhani College (Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Corporate Communication & Public Relations

**Core Course**
**4 Credits**

**with effect from**
**Academic Year 2025-2026**

# Title: Corporate Communication & Public Relations
## Course Code: CHM(A)46002

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course explores the dynamic fields of corporate communication and public relations, focusing on their role in shaping organizational identity, reputation, and stakeholder relationships. Students will examine the foundations, scope, and key concepts such as corporate image, identity, and ethics. The course delves into public relations strategies, tools, and theories, highlighting their significance in business and media contexts. |
| 2 | **Vertical** | - |
| 3 | **Type & Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 4 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives**:<br>1. To provide the students with basic understanding of the concepts of corporate communication and public relations<br>2. To introduce the various elements of corporate communication and consider their roles in managing organizations<br>3. To examine how various elements of corporate communication must be coordinated to communicate effectively.<br>4. To develop critical understanding of the different practices associated with corporate communication | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Define and explain the fundamental concepts of Corporate Communication and Public Relations<br>**LO2**: To Analyze and Compare various tools used in Corporate Communication and Public Relations.<br>**LO3**: Illustrate and apply the functions of corporate Communication and Public Relations in Organizational contexts.<br>**LO4**: To Identify and examine recent trends in Corporate Communication and Public Relations Develop Strategies and analyze the impact of social media in Corporate Communication and Public Relations. | |

| 9 | **Syllabus** |
|---|---|

**UNIT I: Foundation of Corporate Communication**

- Corporate Communication: Scope and Relevance: Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario
- Keys concept in Corporate Communication: Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation
- Ethics and Law in Corporate Communication: Importance of Ethics in Corporate Communication, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy

**UNIT II: Understanding Public Relations**

- Fundamental of Public Relations: Essentials of Public Relations, Objectives &Scope of Public Relations, Significance of Public Relations in Business, Evaluating the Effectiveness of Public Relations
- Emergence of Public Relations: Public Relations in India, Reasons for Emerging International Public Relations
- Public Relations Tools, Models & Theories: Grunting's (4 models), Pseudo-events, Publicity, Propaganda, Persuasion, Press conference, Press release, Media Dockets, Advertorials, and Sponsorship.

**UNIT III: Functions of Corporate Communication and Public Relations**

- Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations
- Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications
- Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis.
- Financial Communication: Introduction, Audiences for Financial Communication, Financial Advertising

**UNIT IV: Emerging Technology in Corporate Communication and Public Relations**

- Contribution of Technology to Corporate Communication: Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Types of Communication Technology, New Media Tools: Web Conferencing, Really Simple Syndication (RSS), Online Newsletters & Press Release, Article Marketing
- Corporate Blogging: Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

| 10 | |
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### Scheme of Examination and Assessment Pattern

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| **Question No** | **Nature of Questions** | **Marks** |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation - 25 marks**

| | **Assessment / evaluation** | **Marks** |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br>1. Richard R. Dolphin, The Fundamentals of Corporate Communication<br>2. Joep Cornelissen, Corporate Communications: Theory and Practice<br>3. James L.Horton,Integrating Corporate Communication:The Cost Effective Use of Message & Medium<br>4. Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach<br>5. Rosella Gambetti, Stephen Quigley, Managing Corporate Communication<br>6. Joseph Fernandez, Corporate Communications: A 21st Century Primer<br>7. C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication<br>8. Jaishri Jethwaney, Corporate Communication: Principles and Practice |

# Smt. Chandibai Himathmal Mansukhani College
# (Autonomous)

## Third Year Bachelor
## of Management Studies

**Semester- V**

## Title: Investment Analysis and Portfolio Management

**Elective Course in Finance**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Investment Analysis and Portfolio Management
## Course Code: CHM(A)46003

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course provides a comprehensive overview of investment decision-making and portfolio management. Students will explore the investment environment, including criteria for choosing investment avenues, valuation fundamentals, and distinctions between investing, speculation, and gambling. The curriculum covers security analysis—fundamental, technical, and quantitative—and the portfolio management process, from strategy formulation to performance evaluation using models such as CAPM, Sharpe, Treynor, and Jensen. The final unit delves into behavioral finance, examining cognitive biases, herd behavior, and their impact on market dynamics. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To introduce students to the fundamental concepts of investment and the investment environment.<br>2. To provide analytical tools for evaluating securities through fundamental and technical analysis.<br>3. To develop understanding of portfolio theory, CAPM, and portfolio performance evaluation.<br>4. To explore the influence of behavioral finance in investment decisions and portfolio construction. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Understand the investment environment, differentiate between various investment avenues, and identify factors influencing investment decisions.<br>**LO2**: Apply security analysis techniques including fundamental and technical analysis to make informed investment choices.<br>**LO3**: Analyze and evaluate portfolios using CAPM and key performance measures such as Sharpe, Treynor, and Jensen's ratios.<br>**LO4**: Explain and evaluate the impact of behavioral biases on investor decision-making and portfolio outcomes. | |

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| 9 | **Syllabus** |

## Syllabus

**UNIT I: Introduction to Investment Environment**

- Introduction, Investment Process
- Criteria for Investment
- Types of Investors
- Investment V/s Speculation V/s Gambling
- Investment Avenues
- Factors Influencing Selection of Investment Alternatives
- Understanding Valuations

**UNIT II: Portfolio Management and Security Analysis**

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

**UNIT III: Theories, Capital Asset Pricing Model and Portfolio Performance Measurement**

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

**UNIT IV: Behavioural Finance**

- Herd Behavior in Investments
- Heuristics and Biases in Investment Decisions
- Emotional Biases: Loss Aversion and Overconfidence
- Herd Behavior and Market Bubbles
- Mental Accounting and Framing Effects
- Investor Types and Behavioral Portfolio Theory

| 10 | **Scheme of Examination and Assessment Pattern** |
|---|---|

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are compulsory carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br>1. Kevin. S, Security Analysis and Portfolio Management<br>2. Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management<br>3. Prasanna Chandra, Security Analysis & Portfolio Management<br>4. Sudhindhra Bhatt, Security Analysis and Portfolio Management.<br>5. Sehgal, Sanjay, and Wasim Ahmad. *Behavioral Finance*. Cengage Learning India, 2020.<br>6. Chandra, Prasanna. *Behavioral Finance*. 2nd ed., McGraw Hill Education India, 2017. |

**Smt. Chandibai Himathmal Mansukhani College (Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Wealth Management

**Elective Course in Finance**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Wealth Management
## Course Code: CHM(A)46009

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course offers an in-depth understanding of wealth management, emphasizing holistic financial planning and client-centric advisory. Students will explore the components and process of wealth management, financial literacy, goal-setting, and economic environment analysis. The course covers essential planning areas including insurance, investments, retirement, and estate planning, along with tax-saving strategies. Practical tools such as personal financial statements, ratio analysis, and asset allocation models are introduced. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To introduce the foundational principles of wealth management and financial planning.<br>2. To familiarize students with insurance and investment planning aligned to client goals and risk profiles.<br>3. To develop an understanding of personal financial statements, financial ratios, and estate planning tools.<br>4. To provide insights into retirement planning, income streams, and tax-saving schemes for long-term wealth creation. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Explain the scope, components, and ethical considerations of wealth management, and apply financial planning concepts across life stages.<br>**LO2**: Assess insurance and investment needs using client profiling, asset allocation strategies, and goal-based financial planning approaches.<br>**LO3**: Prepare and analyze personal financial statements, calculate key financial ratios, and outline estate planning mechanisms such as wills and trusts.<br>**LO4**: Formulate retirement plans and evaluate income and tax-saving instruments for effective post-retirement wealth management. | |

| 9 | **Syllabus** |
|---|---|

## Syllabus

**UNIT I: Introduction**

- Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager
- Financial Planning: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.
- Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent

**UNIT II: Insurance Planning and Investment Planning**

- Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value
- Investment Planning: Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based),
- Goal-based Financial Planning, Active & Passive Investment Strategies

**UNIT III: Personal Financial Statements and Estate Planning**

- Personal Financial statements and Ratios: Personal Balance sheet and concept of Networth; Personal income statement and Ratio Analysis - Emergency Fund Ratio, Savings Ratio, Debt-to-Income Ratio (DTI), Housing Expense Ratio, Total Debt Ratio, Liquidity Ratio, Investment Assets to Net Worth Ratio, Asset Allocation Ratio, Return on Investment (ROI)
- Estate Planning: Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust

**UNIT IV: Retirement Planning/ Income Streams & Tax Savings Schemes**

- Retirement Planning: Understanding of different Salary Components, Pre & Post-Retirement Strategies, FIRE Concept
- Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

| 10 | **Scheme of Examination and Assessment Pattern** |
|---|---|
| | |

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are compulsory carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| 11 | **REFERENCES:**<br>1. Harold Evensky, Wealth Management, McGraw Hill Publication<br>2. NCFM, CFP, IIBF, etc, Wealth Management modules<br>3. Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication.<br>4. Kapoor, Jack R. *Personal Finance*. 6th ed., McGraw Hill Education India, 2020. *(Indian edition adapted for local context.)*<br>5. Singh, Preeti. *Investment Management*. Himalaya Publishing House, 2016.<br>6. Chandra, Prasanna. *Investment Analysis and Portfolio Management*. 5th ed., McGraw Hill Education India, 2017. *(Includes wealth planning and asset allocation strategies.)*<br>7. Bhalla, V. K. *Investment Management: Security Analysis and Portfolio Management*. S. Chand Publishing, 2021. |

**Smt. Chandibai Himathmal Mansukhani College (Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Risk Management

**Elective Course in Finance**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Risk Management
## Course Code: CHM(A)46015

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course provides an in-depth exploration of risk management principles, strategies, and applications across financial and insurance sectors. Students will learn to identify and measure various types of risks—market, credit, operational, legal, and more—using key risk metrics such as alpha, beta, and standard deviation. The course covers hedging instruments, the fundamentals of Enterprise Risk Management (ERM), and frameworks for risk governance and assurance. A specialized focus on risk management in insurance introduces actuarial services, claim assessment, and risk-based pricing. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc.… |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To provide a comprehensive understanding of risk types, measurement, and control mechanisms in financial and business environments.<br>2. To familiarize students with risk mitigation tools and the framework of Enterprise Risk Management (ERM).<br>3. To develop insights into risk governance, stakeholder risk expectations, and assurance practices.<br>4. To explore risk management applications in the insurance sector, including actuarial services, risk-based pricing, and claims management. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Identify and categorize various types of financial and operational risks, and apply basic quantitative metrics like Alpha, Beta, and Standard Deviation.<br>**LO2**: Evaluate and use risk hedging instruments such as forwards, futures, and options, and apply models like Markowitz and Arbitrage Theory.<br>**LO3**: Interpret and implement risk governance practices, ERM frameworks, and respond effectively to stakeholder risk expectations.<br>**LO4**: Understand the role of actuaries, insurance products, and apply methods to manage claims and price insurance products based on risk classifications. | |

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| 9 | **Syllabus**<br>**UNIT I: Introduction, Risk Measurement and Control**<br>• Fundamentals of Risk and Risk Management: Definition of Risk and Risk Management, Risk Management Process, Key Types of Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational<br>• Risk Management V/s Risk Measurement: Risk Management V/s Risk Measurement, Risk Management Techniques: Diversification and Strategic Investment Strategies, Introduction to Quantitative Risk Measurement, Advantages and Limitations<br>• Principles and Quantitative Measures of Risk: Key Risks Metrics - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization.<br>**UNIT II: Risk Avoidance and ERM**<br>• Risk Hedging Instruments and Mechanism: Overview of Hedging instruments: Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation<br>• Enterprise Risk Management: Risk Management V/s Enterprise Risk Management, ERM Framework, ERM Process & ERM Matrix<br>**UNIT III: Risk Governance and Assurance**<br>• Risk Governance: Definition, Scope and Significance of Risk Governance, Three Lines of Defense, Risk Management and Corporate Governance<br>• Risk Assurance: Nature, Purpose and Sources of Risk Assurance, Challenges of Risk,<br>• Risk and Stakeholders Expectations: Identifying the Range of Stakeholders and Responding to Stakeholders Expectations<br>**UNIT IV: Risk Management in Insurance**<br>• Actuary Services: Role and Importance of Actuary, Types of Actuary, Tools used by Actuary<br>• Players and Products in Insurance: Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification<br>• Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium. |
| 10 | **Scheme of Examination and Assessment Pattern**<br>Paper – 100 Marks<br>**External Examination: Semester End External - 75 marks Time: 2 ½ hours**<br>Format of Question Paper<br>**All Questions are compulsory carrying 15 Marks each.** |

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |

| | | | | |
|---|---|---|---|---|
| | | Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| | | Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| | | Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evolution – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

11 **REFERENCES:**


1. Thomas S. Coleman, Quantitative Risk Management : A Practical Guide to Financial Risk
2. Steve Peterson, Investment Theory and Risk Management
3. Risk Management , M/s Macmillan India Limited
4. Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.
5. Sim Segal, Corporate Value of ERM
6. Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House

**Smt. Chandibai Himathmal Mansukhani College (Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

## Title: Direct Taxes

**Elective Course in Finance**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Direct Taxes
## Course Code: CHM(A)46018

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course introduces students to the core concepts and provisions of the Indian direct taxation system. It covers fundamental definitions, residential status, and the scope of total income under the Income Tax Act. Students will gain detailed knowledge of the five heads of income—Salary, House Property, Business and Profession, Capital Gains, and Other Sources—along with applicable exclusions. The course also explores key deductions under Chapter VI-A, computation of taxable income, and income tax return filing procedures (ITR-1 and ITR-2) under Section 115BAC. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To provide students with a comprehensive understanding of basic income tax concepts including key definitions, residential status, and scope of total income under the Income Tax Act.<br>2. To enable students to compute income under various heads such as Salary, House Property, Business or Profession, Capital Gains, and Income from Other Sources.<br>3. To familiarize students with provisions related to exemptions and deductions under relevant sections including Chapter VI-A, enhancing their ability to reduce taxable income lawfully.<br>4. To develop the practical skills required to compute total and taxable income of individuals, and to understand the filing procedures using applicable ITR forms under section 115BAC. | |
| 8 | **Learning Outcomes:** Student will be able to<br>**LO1**: Define and explain key terms under the Income Tax Act and determine the residential status and scope of total income of an individual assesse.<br>**LO2**: Compute income under the heads Salary, House Property, Business & Profession, Capital Gains, and Other Sources with reference to relevant provisions and exclusions.<br>**LO3**: Apply various deductions available under Chapter VI-A and exemptions under Section 10 to minimize tax liability in accordance with law.<br>**LO4**: Calculate total and taxable income of individuals, and demonstrate the ability to file ITR- | |

**9**

## Syllabus

**UNIT I: 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)

**UNIT II: Heads of Income – I**

- Salary ( S.15-17)
- Income from House Property (S. 22-27)
- Profit & Gain from Business and Profession(S. 28, 30,31,32,36,37, 40, 40A and 43B)

**UNIT III: 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)

**UNIT IV: Deductions under Chapter VI A & Computation of Total Income**

- Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA, 80CCD
- Computation of Total Income and Taxable Income of Individuals based on section 115 BAC, ITR 1, ITR 2 (Filling of Returns)

**10**

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are compulsory carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |

| | | |
|---|---|---|
| Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

11 **REFERENCES:**


1. Income Tax Act- Bare act
2. Dr V K Singhania-Direct Tax Law & Practice
3. Ahuja, Girish, and Ravi Gupta. *Systematic Approach to Income Tax*. Bharat Law House, 2025.
4. Mehrotra, H. C., and Goyal, S. P. *Income Tax Law and Accounts*. 66th ed., Sahitya Bhawan Publications, 2025

# Smt. Chandibai Himathmal Mansukhani College
# (Autonomous)

## Third Year Bachelor of Management Studies

**Semester- V**

## Title: Service Marketing

**Elective Course in Marketing**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

**Title: Service Marketing**
**Course Code: CHM(A)46004**

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course explores the unique principles and practices of marketing in the service sector, focusing on the distinctive characteristics and challenges of services marketing. Students will learn about the services marketing triangle, customer involvement, and the impact of service recovery on loyalty. The course covers the extended marketing mix (7 Ps), including service product design, pricing, promotion, people, physical evidence, and process mapping. Emphasis is placed on managing service quality through models like GAP and SERVQUAL, and understanding productivity, customer expectations, and recovery strategies. |
| 2 | **Vertical** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc.... |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives**:<br>1. To introduce the fundamentals of services marketing and its distinctive characteristics, highlighting the unique challenges and roles of services in the modern economy.<br>2. To familiarize students with the extended services marketing mix (7Ps), focusing on product design, pricing, promotion, distribution, people, physical evidence, and service processes.<br>3. To provide insights into measuring and managing service quality, using models like the GAP model, SERVQUAL, and techniques like benchmarking and service recovery.<br>4. To examine current trends in services marketing, including the impact of AI, personalization, Omni-channel strategies, and sustainability in shaping customer experience. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Describe the characteristics of services, differentiate between goods and services marketing, and explain the role of customer contact and service recovery.<br>**LO2**: Apply the elements of the services marketing mix to develop effective strategies for service-based organizations.<br>**LO3**: Analyze service quality using the GAP model, SERVQUAL, and identify methods for improving service delivery and handling service failures.<br>**LO4**: Evaluate and discuss emerging trends in service marketing, such as AI-driven personalization, omni-channel strategies, and sustainable service branding. | |

| 9 | **Syllabus** |
|---|---|

**UNIT I: Introduction of Services Marketing**

- Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Marketing Challenges of Services
- Role of Services in Modern Economy
- Goods v/s Services Marketing
- Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty
- Type of Contact: High Contact Services and Low Contact Services
- Sensitivity to Customers' Reluctance to Change

**UNIT II: Key Elements of Services Marketing Mix – I**

- The Service Product
- Pricing Mix
- Promotion & Communication Mix
- Place/Distribution of Service

**UNIT III: Key Elements of Services Marketing Mix – II**

- People
- Physical Evidence
- Process-Service Mapping- Flowcharting and Blueprint.

**UNIT IV: Managing Quality Aspects of Services Marketing**

- Improving Service Quality and Productivity
- Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality
- The SERVQUAL Model
- Demand and Capacity Alignment
- Service Failure & Recovery
- Recent Trends: Hyper-Personalization with AI, Omni-Channel Customer Experience,
- AI Chatbots & Service Automation, Subscription & "As-a-Service" Models, Sustainability & Purpose-Driven Branding

| 10 | **Scheme of Examination and Assessment Pattern** |
|---|---|

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation - 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br>1. Valarie A. Zeithaml &Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition<br>2. Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition<br>3. Ramneek Kapoor, Justin Paul &Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011<br>4. Harsh V.Verma, Services Marketing Text &Cases, Pearson Education, 2nd Edition<br>5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011<br>6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008<br>7. Govind Apte, Services Marketing, Oxford Press, 2004 |

# Smt. Chandibai Himathmal Mansukhani College
# (Autonomous)

## Third Year Bachelor
## of Management Studies

**Semester- V**

## Title: E-Commerce & Digital Marketing

**Elective Course in Marketing**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

**Title: E-Commerce & Digital Marketing**
**Course Code: CHM(A)46007**

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course provides a comprehensive understanding of e-commerce and digital marketing in the modern business environment. It explores the features, benefits, and trends of e-commerce across various sectors, including the role of AI, mobile commerce (M-commerce), and platforms like ONDC. Students will learn how to launch and manage an e-business, design effective websites, and apply electronic data interchange (EDI). The course also examines legal, security, and privacy issues, including payment systems and Indian e-commerce laws. |
| 2 | **Vertical** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc.... |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To introduce the fundamental concepts of E-Commerce and M-Commerce, including their types, features, benefits, environmental factors, and emerging trends such as ONDC and AI applications.<br>2. To equip students with knowledge of E-Business models and website development, emphasizing phases of launching an e-business, EDI, and principles of web design.<br>3. To create awareness of payment systems, data privacy, cybersecurity, and legal frameworks related to E-Commerce, including the IT Act and the Data Protection Bill.<br>4. To develop an understanding of digital marketing strategies, tools, and platforms, including content and influencer marketing, campaign strategies, social media marketing, and the role of AI in customer behavior analysis. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Explain the structure, types, benefits, and limitations of E-Commerce and M-Commerce, and analyze sector-specific trends and innovations like AI and ONDC.<br>**LO2**: Identify and apply different E-Business models and demonstrate understanding of EDI, website development, and principles of effective web design.<br>**LO3**: Evaluate different electronic payment systems & understand privacy/security issues.<br>**LO4**: Design basic digital marketing strategies using tools such as social media platforms, influencer campaigns, web analytics, and AI-based techniques. | |

| 9 | **Syllabus** |
|---|---|

**UNIT I: Introduction to E-commerce**

- Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &Limitations of E-Commerce, Traditional Commerce &E-Commerce
- Ecommerce Environmental Factors: Economic, Technological, Legal , Cultural & Social
- Impact of E-Commerce on Business
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education
- AI in E-Commerce – Personalized Recommendations, Chatbots & Virtual Assistants, AI in Search & Navigation, Dynamic Pricing, Customer Sentiment Analysis
- Open Network for Digital Commerce (ONDC)
  Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

**UNIT II: E-Business & Applications**

- E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business
- Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks
- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website : Design and Development of Website, Advantages of Website, Principles of Web Design.

**UNIT III: Payment, Security, Privacy &Legal Issues in E-Commerce**

- Issues Relating to Privacy and Security in E-Business
- Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card, UPI and Buy Now Pay Later (BNPL)
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway, Transaction Security
  E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000, Data Protection Bill (India 2023)

**UNIT IV: Digital Marketing**

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Content Marketing & Content Influencer Marketing, Campaign Marketing, affiliate Marketing, Viral Marketing, Podcasts & Vodcasts (Basic Overview) & Use of AI in Digital Marketing – Predictive Analysis for Customer Behaviour, AI powered Content Creation, Social Listening.
- Digital Marketing on various Social Media platforms – Instagram, Youtube, Facebook, LinkedIn, Pinterest
- Web Analytics
- Case Study on Failures & Success in Digital Marketing

| 10 | **Scheme of Examination and Assessment Pattern** |
|---|---|

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| **Question No** | **Nature of Questions** | **Marks** |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation - 25 marks**

| | **Assessment / evaluation** | **Marks** |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

**Smt. Chandibai Himathmal Mansukhani College**
**(Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Sales and Distribution Management

**Elective Course in Marketing**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Sales and Distribution Management
## Course Code: CHM(A)46010

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course provides a strategic understanding of sales and distribution management, emphasizing the evolving roles of sales departments and distribution networks in modern business. Students will explore sales management structures, the selling process, sales forecasting, and various selling strategies and skills. The course also examines distribution management, including the role of intermediaries, channel design, partner selection, and emerging technologies like IoT in distribution. It further covers performance evaluation of sales teams and distribution channels using key metrics and control tools. |
| 2 | **Vertical** | - |
| 3 | **Type & Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives**:<br>1. To provide foundational knowledge of sales and distribution management, including organizational structures and managerial roles.<br>2. To equip students with skills in market analysis, sales forecasting, and effective selling strategies.<br>3. To familiarize students with distribution channel design, partner management, and logistics strategy.<br>4. To develop the ability to evaluate and control sales performance and assess the efficiency of distribution systems. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Understand the structure, evolution, and strategic role of sales and distribution management in an organization.<br>**LO2**: Conduct market analysis and sales forecasting, and apply various selling theories, skills, and strategies in a sales context.<br>**LO3**: Design effective distribution channels and evaluate criteria for selecting and managing channel partners.<br>**LO4**: Measure and control sales force performance and assess distribution channel effectiveness using key performance indicators | |

| 10 | |
|---|---|

## Scheme of Examination and Assessment Pattern

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation - 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br>1. A. Nag, Sales And Distribution Management, Mcgraw Hill, 2013 Edition<br>2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition<br>3. Krishna K. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011<br>4. Dr.Matin Khan, Sales And Distribution Management, Excel Books, 1st Edition<br>5. Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition |

**Smt. Chandibai Himathmal Mansukhani College**
**(Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Customer Relationship Management

**Elective Course in Marketing**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

**Title: Customer Relationship Management**
**Course Code: CHM(A)46013**

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course offers an in-depth exploration of Customer Relationship Management (CRM) as a strategic approach to building and maintaining long-term customer value. It covers the evolution of customer relationships, CRM objectives, components, and barriers to adoption. Students will learn CRM marketing initiatives, customer service tools, and data management techniques, including the use of analytical tools for personalized marketing. The course further delves into CRM strategy formulation, planning, implementation, and performance evaluation. Contemporary topics such as e-CRM, social and mobile CRM, ethical issues, and emerging software platforms equip learners with practical insights to manage customer relationships in a digital business environment. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives**:<br>1. To recognize and apply fundamental accounting concepts and conventions in financial To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management<br>2. To provide insight into CRM marketing initiatives, customer service and designing CRM strategy<br>3. To understand new trends in CRM, challenges and opportunities for Organizations<br>4. To understand CRM Strategy, Planning, Implementation and Evaluation | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1** Understand the concept and scope of Customer Relationship Management (CRM)<br>**LO2**: Identify and explain key CRM marketing initiatives, customer service and designing CRM strategy<br>**LO3**: Analyze and evaluate CRM strategies, planning, implementation frameworks, and their impact on organizational performance.<br>**LO4** Explore emerging technologies and ethical challenges in CRM and assess their relevance in dynamic business environments. | |

9

# Syllabus

**UNIT I: Introduction to Customer Relationship Management**

- Concept and Evolution of Customer Relationships: Customers as Strangers, Acquaintances, Friends, and Partners
- Objectives and Benefits of CRM: For Customers and Organizations
- Customer Profitability Segments
- Core Components of CRM: Information, Process, Technology, and People
- Barriers to CRM Adoption
- Relationship Marketing and CRM: Relationship Development Strategies, Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements (SLAs), Relationship Challenges

**UNIT II: CRM Marketing Initiatives, Customer Service and Data Management**

- Overview of CRM Marketing Initiatives: Cross-Selling, Up-Selling, Customer Retention Strategies, Behaviour Prediction, Value Modeling, Channel Optimization, Personalization, Event-Based Marketing
- Overview of CRM and Customer Service: Call Centre and Customer Care, Call Routing, Contact Centre Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management
- CRM and Data Management: Types of CRM Data: Reference, Transactional, Warehouse, Business View
- Data Quality: Identification and Planning, Tools for Managing Data Analytical Tools: OLAP, Clickstream Analysis, Personalization, Collaborative Filtering, Data Reporting

**UNIT III: CRM Strategy, Planning, Implementation and Evaluation** Introduction and meaning

- Understanding: Customer Value, Customer Care, and the Company Profit Chain: Satisfaction, Loyalty, Retention and Profits
- CRM Strategy Objectives and Lifecycle: Objectives of CRM Strategy, CRM Strategy Cycle: Acquisition, Retention and Win-Back, Complexities of CRM Strategy
- Planning and Implementation of CRM: Business-to-Business (B2B) CRM, Sales and CRM, Sales Force Automation, Sales Process, Sales Territory Management, Contact Management, Lead Management, Knowledge Management and Configuration Support
- CRM Implementation Steps: Business Planning, System Architecture, Technology Selection, Development and Delivery Measurement
- Evaluation of CRM: Service Quality, Customer Satisfaction and Loyalty, 3E Measures-Efficiency, Effectiveness, and Employee Change
- Customer Journey Mapping

**UNIT IV:CRM New Horizons**

- Concept of E- CRM, Levels of E-CRM, Privacy in E-CRM
- Social CRM and Networking,
- Mobile CRM, Current Trends, Challenges and Opportunities,
- Ethical Issues in CRM, CRM Software

10

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are compulsory carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br>1. Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.<br>2. Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.<br>3. Ed Peelen, Customer Relationship Management, Pearson Education<br>4. Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.<br>5. Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.<br>6. Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education. |

# Smt. Chandibai Himathmal Mansukhani College (Autonomous)

## Third Year Bachelor of Management Studies

**Semester- V**

## Title: Finance for HR Professionals and Compensation Management

**Elective Course in HR**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Finance for HR Professionals & Compensation Management
## Course Code: CHM(A)46005

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course bridges the gap between finance and human resource management by focusing on strategic compensation planning and financial decision-making for HR professionals. It explores the principles and tools used in designing effective compensation systems, including pay structures, incentive plans, and wage theories. Special attention is given to compensation for diverse employee groups, recent trends like e-compensation and skill-based pay, and human resource accounting. Students will also understand the legal and ethical frameworks governing employee compensation in India. |
| 2 | **Vertical** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To familiarize students with compensation planning and the role of HR professionals, including components, influencing factors, and compensation models used in organizations.<br>2. To provide an in-depth understanding of incentive systems and wage structures, including wage differentials and wage theories influencing pay systems.<br>3. To examine compensation strategies for special employee groups and explore emerging trends such as e-compensation, cafeteria approaches, and competency-based pay.<br>4. To create awareness of the legal framework and ethical considerations in compensation management, with a focus on current challenges and the gig economy. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Describe the objectives, tools, and models of compensation planning and explain the role of HR in developing effective compensation systems.<br>**LO2**: Analyze various incentive plans, wage differentials, and apply relevant wage theories to real-world HR compensation scenarios.<br>**LO3**: Evaluate compensation strategies for special categories of employees and interpret contemporary practices and innovations in compensation management.<br>**LO4**: Interpret the legal and ethical frameworks affecting compensation in India and critically examine the implications for modern HR practices, including those for gig workers | |

| 9 | Syllabus |
|---|---|

# Syllabus

**UNIT I: Compensation Plans and HR Professionals**

- Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation
- Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation
- 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security
- Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India, Calculation of CTC

**UNIT II: Incentives and Wages**

- Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System
- Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan.
- Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory.

**UNIT III: Compensation to Special Groups and Recent Trends**

- Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives.
- Human Resource Accounting – Meaning, Features, Objectives and Methods
- Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve,
- Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages.

**UNIT IV: Legal and Ethical issues in Compensation**

- Legal Framework of Compensation in India (An Overview): Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952.
- COBRA requirement, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.
- Compensation Management & Ethical considerations in case of Gig Workers

| 10 | |
|---|---|

## Scheme of Examination and Assessment Pattern

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| **Question No** | **Nature of Questions** | **Marks** |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evolution - 25 marks**

| | **Assessment / evaluation** | **Marks** |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| 11 | **REFERENCES:**<br>1. Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition<br>2. Mick Marchington and Adrian Wilkinson, Human Resource Management at Work – People Management and Development- IIIrd Edition,<br>3. Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers<br>4. Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education<br>5. Ashwathappa, Human Resource Management<br>6. Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition, (Eastern Economy Edition)<br>7. Milkovich, George T, Newman J.M, Compensation, Tata Mc Graw Hill.<br>8. Henderson, R.O, Compensation Management, Pearson Edition .<br>9. BD Singh, Compensation and Reward Management, Excel Books.<br>10. Karen Permant, Joe Knight, Financial Intelligence for HR Professionals<br>11. Sharma A.M, Understanding Wage system, Himalaya Publishing House, Mumbai. |

**Smt. Chandibai Himathmal Mansukhani College (Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Performance Management & Career Planning

**Elective Course in HR**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

## Title: Performance Management & Career Planning
## Course Code: CHM(A)46011

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course provides a comprehensive understanding of performance management and career planning as integral functions of human resource development. Students will learn to align individual and organizational goals through KPIs, KRAs, and high-performance team strategies. The course also addresses current trends and challenges. In the career planning segment, learners explore effective career development practices, career models, and the role of mentorship and technology in navigating careers within a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment. |
| 2 | **Vertical** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To provide a comprehensive understanding of performance management systems, including their components, evolution, scope, and integration with other HR functions.<br>2. To develop knowledge of the performance management process, including performance planning, appraisal, monitoring, and implementation strategies.<br>3. To explore current challenges and recent trends in performance management, especially in the context of new work models such as gig work and remote work.<br>4. To equip students with an understanding of career planning and development, including models, tools, and the influence of technology and VUCA environments. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Define and explain the key features, components, and objectives of performance management and its linkage with performance appraisal and HR functions.<br>**LO2**: Apply the performance management process, including planning, appraisal methods, monitoring, and strategies for building high-performance teams.<br>**LO3**: Analyze contemporary issues and trends in performance management such as freelancing, gig economy dynamics, and digital tools like visual dashboards and KPIs.<br>**LO4**: Illustrate the process of career planning and development and assess different career models, while understanding the role of employers, employees, mentors, and technology. | |

| 9 | Syllabus |
|---|---|
| | **UNIT I: Performance Management – An Overview**<br><br>• Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal.<br>• Best Practices in Performance Management<br><br>**UNIT II: Performance Management Process**<br><br>• Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking<br>• Performance Managing – Meaning, Objectives, Process<br>• Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach<br>• Performance Monitoring–Meaning, Objectives and Process<br>• Performance Management Implementation – Strategies for Effective Implementation of Performance Management<br>• Concept of High Performance Teams<br>• Understanding KPI & KRA<br><br>**UNIT III: Key Issues & Recent Trends in Performance Management**<br><br>• Key Issues and Challenges in Performance Management<br>• Recent Trends: Managing performance of gig workers, millennial takeover the lead, freelancing, Work from Anywhere, Removing Annual performance reviews, more emphasis on goal alignment, Welcome visual dashboards.<br><br>**UNIT IV: Career Planning and Development**<br><br>• Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning<br>• Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives<br>• Role of Technology in Career Planning and Development, Career Planning and Development in VUCA Environment, Changing Career Patterns.<br>• Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model |

10

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation - 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| 11 | **REFERENCES:**<br>1. Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers<br>2. Armstrong, Michael, Baron, Performance Management, Jaico Publishers<br>3. Robert Bacal, Performance Management, McGraw-Hill Education, 2007<br>4. T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.<br>5. Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.<br>6. A.S. Kohli, T.Deb, Performance Management, Oxford University Press.<br>7. Herman Agnuinis, Performance Management, Second edition, Pearson Education. |

# Smt. Chandibai Himathmal Mansukhani College (Autonomous)

## Third Year Bachelor of Management Studies

**Semester- V**

## Title: Talent & Competency Management

**Elective Course in HR**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

**Title: Talent & Competency Management**
**Course Code: CHM(A)46017**

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course provides a strategic understanding of talent and competency management, essential for building a competitive and future-ready workforce. Students will explore the scope, principles, and practices of talent management, including talent gaps, the talent value chain, and the role of HR in aligning talent with organizational goals. The course covers the design and implementation of talent management systems, succession planning, and integration with business strategies. It also addresses contemporary trends such as AI-driven engagement and personalized employee experiences. |
| 2 | **Vertical** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc.... |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives**:<br>1. To understand key talent management & competency management concepts<br>2. To understand the concept and importance of competency mapping<br>3. To understand the role of talent management and competency management in building sustainable competitive advantage to an organization<br>4. To know the ethical and legal obligations associated with talent management | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Describe the fundamental concepts of talent management and competency management.<br>**LO2**: Explain the concept, process, and significance of competency mapping in organizational development.<br>**LO3**: Analyze the role of talent and competency management practices in achieving sustainable competitive advantage.<br>**LO4**: Evaluate various talent management strategies to assess their effectiveness in organizational contexts. | |

9

## Syllabus

**UNIT I: Introduction to Talent Management**

- Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management
- Benefits and Limitations of Talent Management
- Principles of Talent Management
- Source of Talent Management
- Talent Gap – Meaning, Strategies to Fill Gaps
- The Talent Value Chain
- Role of HR in Talent Management
- Role of Talent Management in building Sustainable Competitive Advantage to an Organization

**UNIT II: Talent Management System**

- Talent Management System – Meaning, Key Elements of Talent Management System
- Critical Success Factors to Create Talent Management System
- Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System
- Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process
- Approaches to Talent Management
- Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies

  Talent Management and Succession Planning

**UNIT III: Contemporary Issues and Current Trends in Talent Management**

- Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy
- Contemporary Talent Management Issues, Talent Management Challenges
- Current Trends in Talent Management1: Leveraging AI & Automation for Talent Engagement, Personalized Employee Experiences.

**UNIT IV: Competency Management and Competency Mapping**

- Concept of Competency and Competence, Competence v/s Competency
- Types of Competencies, Benefits and Limitations of implementing competencies
- Iceberg Model of Competency
- Competency Management – Meaning, Features and Objectives
- Benefits and Challenges of Competency Management
- Competency Development – Meaning, Process
- Competency Mapping - Meaning, Features, Need and importance of competency mapping
- Methods of Competency Mapping, Steps in Competency Mapping

10

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are Compulsory Carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Questions<br>A) Sub Questions to be asked 10 and to be answered any 08<br>B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q3 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q4 | Full Length Question<br>***OR***<br>Full Length Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>***OR***<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation - 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| **11** | **REFERENCES:**<br>1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.<br>2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi<br>3. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill<br>4. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication<br>5. Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publishing |

**Smt. Chandibai Himathmal Mansukhani College (Autonomous)**

# Third Year Bachelor of Management Studies

**Semester- V**

# Title: Stress Management

**Elective Course in HR**
**3 Credits**

**with effect from**
**Academic Year 2025-2026**

**Title: Stress Management**
**Course Code: CHM(A)46020**

| Sr. No. | Heading | Particulars |
|---|---|---|
| 1 | **Description of the Course:** | This course offers a comprehensive understanding of stress, its sources, impact, and management techniques at both individual and organizational levels. Students will examine the nature and types of stress, its psychological and physiological consequences, and workplace stress dynamics. The course explores effective stress management strategies. Emphasis is placed on traditional practice as well as modern tools including wellness apps and AI-based mental health support. |
| 2 | **Vertical 1** | - |
| 3 | **Type &<br>Teaching Methods** | Theory + Practicum<br>Lectures/Discussions/Presentations/case studies, etc. |
| 4 | **Credit** | 3 Credits |
| 5 | **Hours allotted** | 50 Hours |
| 6 | **Marks allotted** | 100 Marks |
| 7 | **Course Objectives:**<br>1. To equip learners with awareness of various stress prevention mechanisms and techniques that foster psychological well-being.<br>2. To introduce practical and scientific strategies for coping with stress, including mindfulness, relaxation methods, and time management approaches.<br>3. To enable students to apply holistic and evidence-based stress management practices to improve personal productivity and workplace performance.<br>4. To expose learners to emerging trends and technologies—like mental wellness apps, AI in counselling, and digital stress audits—that are shaping the future of stress management. | |
| 8 | **Learning Outcomes**: Student will be able to<br>**LO1**: Understand the concept of stress, its various forms, and the psychological, physiological, and behavioral effects it induces.<br>**LO2**: Identify major sources of stress in different environments, including the workplace, individual level, and contemporary issues like digital overload.<br>**LO3**: Equip themselves with effective stress coping strategies such as anxiety management, relaxation techniques, mindfulness practices, and other interventions like meditation and pranayama.<br>**LO4**: Explore scientific models (e.g., JD-R framework) and modern interventions, including AI-powered mental health tools. | |

| 9 | **Syllabus** |
|---|---|
| | **UNIT I: Understanding Stress**<br>• Stress – concept, features, types of stress<br>• Relation between Stressors and Stress<br>• Potential Sources of Stress – Environmental, Organizational and Individual<br>• Consequences of Stress – Physiological, Psychological and Behavioural Symptoms<br>• Stress at work place – Meaning, Reasons<br>• Impact of Stress on Performance: Digital Overload and Information Fatigue<br>• Work Stress Model: Job Demands-Resources (JD-R) Model.<br><br>**UNIT II: Managing Stress – I**<br>• Anxiety - Meaning, Mechanisms to cope up with anxiety<br>• Relaxation - Concept and Techniques<br>• Time Management - Meaning, Importance of Time Management, Approaches to Time Management<br>• Stress Management - Concept, Benefits<br>• Use of Apps (like Calm, Headspace) to Manage Stress at Individual Level<br>• Role of Organization in Managing Stress/ Stress Management Techniques<br>• Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented<br><br>**UNIT III: Managing Stress – II**<br>• Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model<br>• General Adaption Syndrome (GAS) - Concept, Stages<br>• Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioral Response.<br>• Stress prevention mechanism - Stress management through mind control, Mindfulness and Neuroplasticity.<br>• Stress management interventions: primary, secondary, tertiary.<br>• Role of Meditation, Pranayama, Mantras, Nutrition, Music, Non-violence in stress control<br><br>**UNIT IV: Stress Management Leading to Success**<br>• Eustress – Concept, Factors affecting Eustress<br>• Stress Management Therapy - Concept, Benefits<br>• Stress Counselling - Concept<br>• Stress Audit Process<br>• Assessment of Stress - Tools and Methods<br>• Future of Stress Management - AI in Mental Health (Chatbots, AI Counselling) |

10

**Scheme of Examination and Assessment Pattern**

Paper – 100 Marks

**External Examination: Semester End External - 75 marks Time: 2 ½ hours**

Format of Question Paper

**All Questions are compulsory carrying 15 Marks each.**

| Question No | Nature of Questions | Marks |
|---|---|---|
| Q1 | Objective Question<br>A. Sub Questions to be asked 10 and to be answered any 08<br>B. Sub Questions to be asked 10 and to be answered any 07<br>(*Multiple choice / True or False / Match the columns/Fill in the blanks) | 15 |
| Q2 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q3 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q4 | Full Length Practical Question<br>**OR**<br>Full Length Practical Question | 15 |
| Q5 | A) Theory questions<br>B) Theory questions<br>**OR**<br>Short Notes<br>To be asked 05<br>To be answered 03 | 08<br>07<br><br>15 |
| | | **Total 75** |

**Note:**

1. Equal Weightage is to be given to all the modules.
2. 15 marks question may be subdivided into 8 marks + 7 marks with Internal options
3. Use of simple calculator is allowed in the examination.

**Internal Examination: Continuous Evaluation – 25 marks**

| | Assessment / evaluation | Marks |
|---|---|---|
| 1. | Class Test<br>(Short notes/ MCQ's/ Match the Pairs/ Answer in one sentence) | 20 |
| 2. | Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities | 05 |
| | | **Total 25** |

| | |
|---|---|
| | |
| **11** | **REFERENCES:**<br>1. Thomas S. Coleman, Quantitative Risk Management : A Practical Guide to Financial Risk<br>2. Stress management by Susan R. Gregson<br>3. Stress management: Leading to Success By B Hiriyappa<br>4. Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper<br>5. Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton<br>6. Stress Management by A. K. Rai<br>7. Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper<br>8. Stress Management by Dr. Nivedita |

**Department of Management Studies**

| Sr No | Name of the Faculty | Designation and College | Signature |
|---|---|---|---|
| 1. | Dr. Sunil Lalchandani | Head, Department of Management Studies, Smt. CHM College, Ulhasnagar | Sunil L. |
| 2. | Mr. Varun Jashnani | Assistant Professor, Department of Management Studies, Smt. CHM College, Ulhasnagar | |
| 3. | Dr. Jiya Chawla | Assistant Professor, Department of Management Studies, Smt. CHM College, Ulhasnagar | Jiya |
| 4. | Ms. Prachiti Garud | Assistant Professor, Department of Management Studies, Smt. CHM College, Ulhasnagar | |
| 5. | Mrs. Vridhi Rupani | Assistant Professor, Department of Management Studies, Smt. CHM College, Ulhasnagar | Vridhi Rupani |

**Name & Signature of the Ad-hoc BoS Chairperson: Dr. Sunil Lalchandani** Sunil L.

**Name & Signature of the Dean: Dr. Gopichand Shamnani**

SMT. CHANDIBAI HIMATHMAL MANSUKHANI COLLEGE ★ ULHASNAGAR 421 003.