



**Vivekanand Education Society's  
College of Arts, Science and Commerce  
(Autonomous)**

**Sindhi Society, Chembur, Mumbai, Maharashtra – 400 071.**

***Accredited by NAAC “A Grade” in 3<sup>rd</sup> Cycle - 2017  
Best College Award – Urban Area, University of Mumbai (2012-13)  
Recipient of FIST Grant (DST) and STAR College Grant (DBT)***

**Affiliated to the  
University of Mumbai**

***Syllabus for***  
**Program: T.Y.B.M.S. (Management Studies)**  
**(Program code: VESUCMS)**

**As per Choice Based Semester and Grading System (CBSGS)  
with effect from Academic Year 2025 - 2026**

**VIVEKANAND EDUCATION SOCIETY'S COLLEGE OF  
ARTS, SCIENCE, AND COMMERCE (AUTONOMOUS) SINDHI  
SOCIETY, CHEMBUR, MUMBAI  
T.Y.B.M.S NEP-2020  
Course Structure for Academic Year 2025-26**

**Program Outcomes (PO):**

A learner completing B.M.S. will be able to:

PO1: Be well versed in national as well as international trends.

PO2: Pursue higher studies in the field of management such as Business Administration, Marketing Management, Human Resource Management, Financial Management, Material Management, Media Studies etc.

PO3: Become capable of developing a positive attitude towards lifelong learning and research.

PO4: Adequately trained to become entrepreneurs in different fields.

PO5: Acquire excellent communication skills and soft skills.

PO6: Acquire skills to initiate and develop business models.

PO7: Become a responsible citizen with ethical/ moral values and good behaviour.

**Program Specific Outcomes (PSO's):**

On completion of B.M.S program, learners will be enriched with knowledge and be able to:

PSO1	Have a strong foundation in management theories, principles, and practices, enabling them to understand the complexities of the business environment
PSO2	Develop analytical and critical thinking skills to identify and address business challenges, make informed decisions, and devise effective solutions.
PSO3	Be proficient in verbal and written communication, enabling them to convey complex ideas, negotiate, and interact effectively
PSO4	Acquire leadership skills to motivate and guide teams, foster collaboration, and drive organizational success

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**Course Structure for Academic Year 2025-26**

<b>Semester V</b>		
<b>Major Subjects (Compulsory)</b>	<b>Marketing</b>	<b>Finance</b>
<b>MAJOR Mandatory</b>	1.Operation Research 2.Corporate Communication and Public Relation	1.Operation Research 2.Corporate Communication and Public Relation
MAJOR (Elective)	E-commerce & digital marketing	Strategic Financial Management
MINOR	Service Marketing	Investment Analysis and Portfolio Management
<b>Vocational/Skill Enhancement Courses(VSEC)</b>	Customer Relationship Management	Direct Tax
<b>Ability Enhancement Courses (AEC) , Indian Modern language and Value Education Courses (VEC)</b>		
<b>Field Project (FP) / Apprenticeship or Internship (OJT) / Community Engagement &amp; Services (CES) / Co-curricular Courses (CC)</b>	FP/CEP: 2	

**T.Y.B.M.S. (MANAGEMENT STUDIES)**

**(SEMESTER V)**

**Major / Mandatory -I**

**COURSE TITLE: Operation Research**

**COURSE CODE: UMMMS5-301 [CREDITS - 04]**

<b>Course Learning Objective</b>		
Apply OR methods in various domains such as manufacturing, supply chain management, finance, and project management, apply optimization techniques such as Linear Programming, Integer Programming, and Dynamic Programming, Utilize techniques like Transportation, Assignment, and Network Flow models to solve logistical and resource allocation problems.		
<b>Course Learning Outcomes</b>		
<b>After completion of this course learner will be able to:</b> <ol style="list-style-type: none"><li>1. Explain key concepts of Operations Research and its relevance in solving complex business and engineering problems.</li><li>2. Formulate real-world problems into mathematical models and identify appropriate OR techniques for solving them.</li><li>3. Solve linear programming problems using graphical and simplex methods.</li><li>4. Apply transportation, assignment, and network models to optimize costs and efficiency in logistics and resource management.</li></ol>		
<b>Module 1</b>	<b>Introduction to Operations Research and Linear Programming</b>	<b>(15 L)</b>
	<b>Introduction To Operations Research:</b> Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. <b>a) Linear Programming Problems: Introduction and Formulation</b> <ul style="list-style-type: none"><li>• Introduction to Linear Programming, Applications of LP, Components of LP, Requirements for Formulation of LP Problem, Assumptions Underlying Linear Programming, Steps in Solving LP Problems, LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</li></ul> <b>b) Linear Programming Problems: Graphical Method</b> <ul style="list-style-type: none"><li>• Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z)</li><li>• Two Decision Variables and Maximum Three Constraints Problem</li><li>• Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.</li></ul>	

	<ul style="list-style-type: none"> <li>• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</li> </ul> <p><b>c) Linear Programming Problems: Simplex Method</b></p> <ul style="list-style-type: none"> <li>• Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)</li> <li>• All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)</li> <li>• Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Surplus Variable, Artificial Variable and Duality to be covered only at <u>Conceptual</u> level for Theory Questions only and not included in Numerical.</li> <li>2. Sensitivity Analysis including Profit Range and Capacity Range is not included.</li> </ol>	
<b>Module 2</b>	<b>Assignment and Transportation Models</b>	<b>(15L)</b>
	<p>Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced Problems.</li> <li>• Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Assignment Problems.</li> <li>• Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Travelling Salesman Assignment Problem is not included.</li> </ol> <p><b>b) Transportation Problems</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced problems.</li> <li>• Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Transportation Problems.</li> </ul> <p><u>Initial Feasible Solution</u> (IFS) by: North West Corner Rule</p>	

	<p>(NWCR), Least Cost Method (LCM), Vogel's Approximation Method (VAM)</p> <ul style="list-style-type: none"> <li>● Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>.</li> <li>● <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Production Scheduling Problem is not included.</li> <li>2. Time Minimization Problem is not included.</li> <li>3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.</li> </ol>	
<b>Module 3</b>	<b>Network Analysis</b>	<b>(15L)</b>
	<p><b>a) Critical Path Method (CPM)</b></p> <ul style="list-style-type: none"> <li>● Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, Construction of a Network Diagram. Node Relationship and Precedence Relationship, Principles of Constructing Network Diagram, Use of Dummy Activity, Numerical Consisting of Maximum Ten ( 10) Activities, Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time, Forward Pass and Backward Pass Methods, Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float.</li> </ul> <p><b>b) Project Crashing</b></p> <ul style="list-style-type: none"> <li>● Meaning of Project Crashing.</li> <li>● Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity.</li> <li>● Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs.</li> <li>● Time – Cost Trade off in Project Crashing.</li> <li>● Optimal (Minimum) Project Cost and Optimal Project Completion Time.</li> <li>● Process of Project Crashing.</li> <li>● Numerical Consisting of Maximum Ten (10) Activities.</li> <li>● Numerical based on Maximum Four (04) Iterations of Crashing</li> </ul> <p><b>c) Program Evaluation and Review Technique (PERT)</b></p> <ul style="list-style-type: none"> <li>● Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b).</li> <li>● Expected Time (te) of an Activity Using Three Time Estimates.</li> </ul>	

	<ul style="list-style-type: none"> <li>● Difference between CPM and PERT.</li> <li>● Numerical Consisting of Maximum Ten (10) Activities.</li> <li>● Construction of PERT Network using tevalues of all Activities.</li> <li>● Mean (Expected) Project Completion Time.</li> <li>● Standard Deviation and Variance of Activities.</li> <li>● Project Variance and Project Standard Deviation.</li> <li>● 'Prob. Z' Formula.</li> <li>● Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique.</li> <li>● Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>	
<b>Module 4</b>	<b>Job Sequencing and Theory of Games</b>	<b>(15L)</b>
	<p><b>a) Job Sequencing Problem</b></p> <ul style="list-style-type: none"> <li>● Processing Maximum 9 Jobs through Two Machines only.</li> <li>● Processing Maximum 6 Jobs through Three Machines only.</li> <li>● Calculations of Idle Time, Elapsed Time etc.</li> </ul> <p><b>b) Theory of Games</b></p> <ul style="list-style-type: none"> <li>● Introduction</li> <li>● Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</li> <li>● Types of Games.</li> <li>● Numericals based on:</li> <li>● Two Person Zero Sum Games including strictly determinable and Fair Game</li> </ul> <p>- Pure Strategy Games (Saddle Point available). Principles of Dominance method.</p>	
	<ol style="list-style-type: none"> <li>1. Taha H.A., <i>Operations Research - An Introduction</i>, 6th Edition , Hall of India</li> <li>2. Kapoor V.K., <i>Operations Research Techniques for Management</i>, 7th Edition, Sultan Chand &amp; Sons</li> <li>3. Kantiswarup, Gupta P.K. &amp; Manmohan, <i>Operations Research</i> 9th Edition, Sultan Chand &amp; Sons</li> <li>4. Sharma S.D., <i>Operations Research</i>, 8th Edition, Kedarnath, Ramnath &amp; Company</li> <li>5. Bronson R, <i>Operations Research</i>, 2nd Edition, Shaum's Outline Series</li> <li>6. Vora N.D, <i>Quantitative Techniques in Management</i>, 3rd Edition, Tata McGraw Hill co.</li> <li>7. Shreenath L.S, <i>Principles &amp; Application</i> 3rd Ed.,, PERT &amp; CPM, Affiliated East-West Press Pvt. Ltd.</li> <li>8. Wagoner H.M., <i>Principles of Operations Research</i> 2nd Edition, Prentice - Hall of India</li> </ol>	

	<p>9. Sasieni M, Yaspan A &amp; John Wiley &amp; Sons Friedman L, <i>Operations Research - Methods &amp; Problems 1st Edition</i></p> <p>10. NatrajanBalasubramani, Tamilarasi, <i>Operations Research, Pearson Education</i></p> <p>11. G. Hadley, <i>Linear Programming, Narosa Book Distributors Private Ltd</i></p> <p>12. L.C. Jhamb, <i>Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.</i></p> <p>13. Paul Loomba, <i>Linear Programming, Tata McGraw Hill Publishing Co. Ltd.</i></p> <p>14. Aditham B. Rao , <i>Operations Research Edition 2008, Jaico Publishing House, Mumbai</i></p>	
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**T.Y.BMS SEMESTER V**  
**Major Mandatory II**  
**COURSE TITLE: Corporate Communication & Public Relations**  
**COURSE CODE: UMMMSS5-302 [CREDITS - 04]**

	<b>Course Learning Outcomes</b>	
	<ul style="list-style-type: none"> <li>● To understand the fundamentals and significance of corporate communication and public relations.</li> <li>● To analyze key elements like corporate identity, image, reputation, and ethics.</li> <li>● To explore functions such as media relations, employee communication, crisis, and financial communication.</li> <li>● To examine the role of emerging technologies in corporate communication and PR.</li> </ul>	
	<p><b>After completion of this course learner will be able to:</b></p> <ul style="list-style-type: none"> <li>● To provide the students with basic understanding of the concepts of corporate communication and public relations</li> <li>● To introduce the various elements of corporate communication and consider their roles in managing organizations</li> <li>● To examine how various elements of corporate communication must be coordinated to communicate effectively</li> <li>● To develop critical understanding of the different practices associated with corporate communication</li> </ul>	
<b>Module 1</b>	<b>Foundation of Corporate Communication</b>	<b>(15 L)</b>
	<p><b>a) Corporate Communication: Scope and Relevance</b></p> <ul style="list-style-type: none"> <li>● Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario</li> </ul> <p><b>b) Keys concept in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>● Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate</li> </ul>	



	<p>Reputation: Meaning, Advantages of Good Corporate Reputation</p> <p><b>c) Ethics and Law in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</li> </ul>	
<b>Module 2</b>	<b>Understanding Public Relations</b>	<b>(15L)</b>
	<p><b>1) Fundamental of Public Relations:</b></p> <p>a) Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business</p> <p><b>2) Emergence of Public Relations:</b></p> <p>a) Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</p> <p><b>3) Public Relations Environment:</b></p> <p>a) Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</p> <p><b>4) Theories used in Public Relations:</b></p> <p>a) Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</p>	
<b>Module 3</b>	<b>Functions of Corporate Communication and Public Relations</b>	<b>(15L)</b>
	<p><b>a) Media Relations:</b></p> <ul style="list-style-type: none"> <li>Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations</li> </ul> <p><b>b) Employee Communication:</b></p> <ul style="list-style-type: none"> <li>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</li> </ul> <p><b>c) Crisis Communication:</b></p> <ul style="list-style-type: none"> <li>Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building</li> </ul> <p><b>d) Financial Communication:</b></p> <ul style="list-style-type: none"> <li>Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</li> </ul>	
<b>Module 4</b>	<b>Emerging Technology in Corporate Communication and Public Relations</b>	<b>(15L)</b>
	<b>a) Contribution of Technology to Corporate Communication</b>	

	<ul style="list-style-type: none"> <li>● Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)</li> </ul> <p><b>b) Information Technology in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>● Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation</li> </ul> <p><b>c) Corporate Blogging</b></p> <ul style="list-style-type: none"> <li>● Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog</li> </ul>	
	<p><b>Reference:</b></p> <ol style="list-style-type: none"> <li>1. Richard R. Dolphin, <i>The Fundamentals of Corporate Communication</i></li> <li>2. Joep Cornelissen, <i>Corporate Communications: Theory and Practice</i></li> <li>3. James L.Horton, <i>Integrating Corporate Communication: The Cost Effective Use of Message &amp; Medium</i></li> <li>4. Sandra Oliver, <i>Handbook of Corporate Communication &amp; Public Relations A Cross-Cultural Approach</i></li> <li>5. Rosella Gambetti, Stephen Quigley, <i>Managing Corporate Communication</i></li> <li>6. Joseph Fernandez, <i>Corporate Communications: A 21st Century Primer</i></li> <li>7. C.B.M. van Riel, Chris Blackburn, <i>Principles of Corporate Communication</i></li> <li>8. Jaishri Jethwaney, <i>Corporate Communication: Principles and Practice</i></li> </ol>	

**T.Y.BMS SEMESTER V**  
**Major Elective I (Marketing)**  
**COURSE TITLE: E-Commerce & Digital Marketing**  
**COURSE CODE: UMEMSS5-311 [CREDITS - 04]**

	<b>Course Learning Objective</b>	
	<ul style="list-style-type: none"> <li>● To understand the fundamentals, impact, and growth of E-Commerce.</li> <li>● To explore E-Business models, applications, and key technologies.</li> <li>● To analyze payment systems, security concerns, and legal aspects.</li> <li>● To develop expertise in digital marketing strategies and trends.</li> </ul>	
	<b>After completion of this course learner will be able to:</b> <ul style="list-style-type: none"> <li>● To understand increasing significance of E-Commerce and its applications in Business and Various Sectors</li> <li>● To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business</li> <li>● To understand Latest Trends and Practices in E-Commerce and Digital</li> <li>● Marketing, along with its Challenges and Opportunities for an Organization</li> </ul>	
<b>Module 1</b>	<b>Introduction to E-commerce</b>	<b>(15 L)</b>
	<ul style="list-style-type: none"> <li>● Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &amp; Limitations of E-Commerce, Traditional Commerce &amp; E-Commerce</li> <li>● Ecommerce Environmental Factors: Economic, Technological, Legal , Cultural &amp; Social</li> <li>● Factors Responsible for Growth of E-Commerce, Issues in Implementing E- Commerce, Myths of E-Commerce</li> <li>● Impact of E-Commerce on Business, Ecommerce in India Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</li> <li>● Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce</li> </ul>	
<b>Module 2</b>	<b>E-Business &amp; Applications</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>● E-Business: Meaning, Launching an E-Business, Different phases of Launching an E- Business</li> <li>● Important Concepts in E-Business: Data Warehouse, Customer Relationship Management , Supply Chain Management, Enterprise Resource Planning</li> </ul>	

	<ul style="list-style-type: none"> <li>Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks &amp; Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</li> <li>Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</li> <li>Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website</li> </ul>	
<b>Module 3</b>	<b>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>Issues Relating to Privacy and Security in E-Business</li> <li>Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</li> <li>Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</li> <li>Types of Transaction Security</li> <li>E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</li> <li>CASE STUDIES &amp; LIVE EXAMPLES</li> </ul>	
<b>Module 4</b>	<b>Digital Marketing</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.</li> <li>Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing &amp; Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts &amp; Vodcasts.</li> <li>Digital Marketing on various Social Media platforms.</li> <li>Online Advertisement, Online Marketing Research, Online PR</li> <li>Web Analytics</li> <li>Promoting Web Traffic</li> <li>Latest developments and Strategies in Digital Marketing.</li> <li>CASE STUDIES &amp; LIVE EXAMPLES</li> </ul>	
	<p><b>Reference:</b></p> <ol style="list-style-type: none"> <li><i>D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd</i></li> <li><i>Bajaj Kamlesh K,E-Commerce- The cutting edge of</i></li> </ol>	

	<p><i>Business</i></p> <ol style="list-style-type: none"> <li>3. <i>Whiteley David, E-Commerce Technologies and Applications-2013</i></li> <li>4. <i>E-Business &amp; E-Commerce Management 3rd Ed, Pearson Education</i></li> <li>5. <i>Kalokota &amp; Robinson,E-Business 2.0 Road map for Success, Pearson Education</i></li> <li>6. <i>Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education</i></li> <li>7. <i>Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education</i></li> <li>8. <i>R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education</i></li> <li>9. <i>Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.</i></li> </ol>	
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**T.Y.BMS SEMESTER V**  
**Major Elective (Finance)**

**COURSE TITLE: Strategic Financial Management**

**COURSE CODE: UMEMSS5-312 [CREDITS - 04]**

<b>Course Learning Objective</b>		
<b>The objective of this course is to:</b> <ol style="list-style-type: none"> <li>1.To Develop a Financial Plan aligned with corporate objectives and market conditions.</li> <li>2. To Identify different Types of Financing and evaluate their suitability for various business needs.</li> <li>3.To Analyze Investment Decisions using capital budgeting techniques such as NPV, IRR, and Payback Period.</li> <li>4. To Learn the principles of Working Capital Management and its impact on financial stability.</li> </ol>		
<b>Course Learning Outcomes</b>		
<b>After completion of this course learner will be able to</b> <ol style="list-style-type: none"> <li>1. Compare and contrast various Types of Financing, including debt, equity, and alternative funding sources.</li> <li>2.Apply Investment Decision-making techniques to assess the viability of business projects.</li> <li>3. Effectively manage Working Capital by optimizing cash flow, inventory, and receivables.</li> <li>4. Develop strategic financial insights to enhance overall corporate performance and shareholder value.</li> </ol>		
<b>Module 1</b>	<b>Strategic Financial Management, Financial Planning and Types of Financing</b>	<b>(15 L)</b>
	<p>Meaning of strategic financial management Strategic financial decision-making framework Functions of Strategic Financial Management</p> <p>Introduction Needs of Finance and Sources: Long Term, Medium Term, Short Term Long Term Sources of Finance Owners Capital / Equity Capital Preference share capital Retained Earning Debentures or Bonds Loans from Financial Institutions / Banks Short Term Sources of Finance Trade Credit Accrued Expenses and Deferred Income Advances from Customers Commercial Papers Bank Advances: Loans, O/D, Clean O/Ds, Cash Credit, Advances against goods, Bills Purchased, Discounted, Advances against documents of title of goods, Advances against supply</p>	

	of bills, Term Loans Inter Corporate Deposits Certificate of Deposits Public Deposits 2. Investment Decisions.	
<b>Module 2</b>	<b>Investment Decisions</b>	<b>(15L)</b>
	<p><b>Capital Budgeting</b> Introduction Nature of Capital Budgeting Purpose of Capital Budgeting Capital Budgeting Process Types of Capital Investment Decisions Project Cash Flows and Net Profit Approval Basic Principle of Measuring Project Cash Flows Increment principle, Long Term Funds Principle, Exclusion of Financial Cost Principle, Post Tax Principal Probability technique for measurement of cash flow</p> <p><b>Capital Budgeting Techniques:</b> Net Return Value; Internal Rate of Return; Profitability Index Methods A Comparison; Project Selection Under Capital Rationing (Note: Problems on computation of cash flow, ranking of projects on various techniques, selection and analysis with / without capital rationing. Comparison of IRR with Required rate of return i.e., cut off rate, IRR and mutually exclusive projects with unequal lives, multiple IRR)</p>	
<b>Module 3</b>	<b>Management of Working Capital</b>	<b>(15L)</b>
	<p>Meanings, Concepts and policies of working capital Management of working capital Issues in working capital Estimating working capital needs (only Theory) Operating or working capital cycle (only Theory) Management of components of working capital</p> <p><b>Management of Cash and Marketable Securities:</b> Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India.</p> <p><b>Receivable Management:</b> Objectives; Credit Policies; Credit Terms; and Collection Policies. Inventory Management: Objectives; and Techniques.</p>	
<b>Module 4</b>	<b>Financial Management and Planning</b>	<b>(15L)</b>

	<p>Introduction • Meaning of Budget • Essentials of a budget, • Types of Budgets • Advantages of Budgeting • Zero Based Budget (Note: Practical Questions on Sales Budget, Production Budget, Material Budget, Cash Budget and Master Budget)</p> <p>Financial Planning: Importance, Need</p>	
	<p><b>References:</b></p> <ul style="list-style-type: none"> <li>• <i>P. Chandra: Financial management</i></li> <li>• <i>Financial Management with New Approach: Suvendu Narayan Roy: Himalaya Publishing House.</i></li> <li>• <i>P. V. Kulkarni, B. G. Satyaprasad: Financial Management: Himalaya Publishing House</i></li> <li>· <i>Ravi Kishor, Financial Management</i></li> <li>· <i>Khan &amp; Jain, Financial Management</i></li> <li>· <i>Van Horne &amp; Wachowi, Fundamentals of Financial Management</i></li> <li>· <i>Prasanna Chandra, Strategic Financial Management</i></li> </ul>	



**T.Y.BMS SEMESTER V**  
**Minor I (Marketing)**  
**COURSE TITLE: Service Marketing**  
**COURSE CODE:UMNMSS5-316 [CREDITS - 04]**

	<b>Course Learning Objective</b>	
	<ul style="list-style-type: none"> <li>To understand the distinctive features of services and key elements of services marketing.</li> <li>To learn strategies to enhance service quality, productivity, and customer satisfaction.</li> <li>To analyze the marketing of various services in the Indian and global context.</li> <li>To explore ethical considerations and recent trends in services marketing across industries.</li> </ul>	
	<b>Course Learning Outcome</b>	
	<ul style="list-style-type: none"> <li>To understand distinctive features of services and key elements in services marketing</li> <li>To provide insight into ways to improve service quality and productivity</li> <li>To understand marketing of different services in Indian context</li> </ul>	
<b>Module 1</b>	<b>Introduction of Services Marketing</b>	<b>(15 L)</b>
	<ul style="list-style-type: none"> <li>Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</li> <li>Role of Services in Modern Economy, Services Marketing Environment</li> <li>Goods vs Services Marketing, Goods Services Continuum</li> <li>Consumer Behaviour, Positioning a Service in the Market Place</li> <li>Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</li> <li>Type of Contact: High Contact Services and Low Contact Services</li> <li>Sensitivity to Customers' Reluctance to Change</li> </ul>	
<b>Module 2</b>	<b>Key Elements of Services Marketing Mix</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>The Service Product, Pricing Mix, Promotion &amp; Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting</li> <li>Branding of Services – Problems and Solutions</li> <li>Options for Service Delivery.</li> </ul>	

<b>Module 3</b>	<b>Managing Quality Aspects of Services Marketing</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>● International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</li> <li>● Factors Favoring Transnational Strategy</li> <li>● Elements of Transnational Strategy</li> <li>● Recent Trends in Marketing of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</li> <li>● Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</li> </ul>	
<b>Module 4</b>	<b>Marketing of Services</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>● <b>Designing &amp; Implementing Branding Strategies:</b> <ul style="list-style-type: none"> <li>○ <b>Brand Architecture:</b> Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy</li> <li>○ <b>Brand Hierarchy:</b> Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels</li> <li>○ <b>Cause Marketing to Build Brand Equity:</b> Meaning of Cause Marketing, Advantages, Green Marketing</li> </ul> </li> <li>● <b>Brand Extensions:</b> <ul style="list-style-type: none"> <li>○ Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</li> </ul> </li> <li>● <b>Managing Brands over Time:</b> <ul style="list-style-type: none"> <li>○ Reinforcing Brands, Revitalising Brands</li> </ul> </li> </ul> <p><b>CASE STUDIES &amp; PRACTICAL EXAMPLES</b></p>	
	<p><b>Reference:</b></p> <ul style="list-style-type: none"> <li>● Valarie A. Zeuhaml &amp; Mary Jo Bitner, <i>Service Marketing</i>, Tata McgrawHill, 6th Edition</li> <li>● Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy - A South Asian Perspective</i>, Pearson Education, 7th Edition</li> <li>● Ramneek Kapoor, Justin Paul &amp; Biplab Halder, <i>Services Marketing-Concepts And Practices</i>, McgrawHill, 2011</li> <li>● Harsh V. Verma, <i>Services Marketing Text &amp; Cases</i>, Pearson Education, 2nd Edition</li> <li>● K. Ram Mohan Rao, <i>Services Marketing</i>, Pearson Education, 2nd Edition, 2011</li> <li>● C. Bhattacharjee, <i>Service Sector Management</i>, Jaico Publishing House, Mumbai, 2008</li> <li>● Govind Apte, <i>Services Marketing</i>, Oxford Press, 2004</li> </ul>	

**T.Y.BMS SEMESTER V**  
**Minor I (Finance)**  
**COURSE TITLE: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**  
**COURSE CODE: UMNMS5-317 [CREDITS - 04]**

<b>Course Learning Objective</b>		
Provide students with a strong foundation in investment concepts and financial markets. Teach students how to analyze financial securities using various valuation techniques. Introduce key investment theories, including Efficient Market Hypothesis (EMH) and Capital Asset Pricing Model (CAPM). Equip students with the skills to construct and manage an optimal investment portfolio.		
<b>Course Learning Outcomes</b>		
By the end of this course, students will be able to:		
<ol style="list-style-type: none"> <li>1. Understand Investment Fundamentals – Explain key investment concepts, including risk-return tradeoff, asset classes, and market efficiency.</li> <li>2. Analyze Financial Securities – Evaluate stocks, bonds, mutual funds, and other financial instruments using fundamental and technical analysis.</li> <li>3. Apply Portfolio Theory – Construct and manage a diversified portfolio using Modern Portfolio Theory (MPT) and asset allocation strategies.</li> <li>4. Assess Risk and Return – Measure and manage investment risk using tools like Beta, Value at Risk (VaR), and standard deviation.</li> </ol>		
	<b>MODULES UNITS</b>	<b>NUMBER OF LECTURES</b>
<b>Module 1</b>	<b>Introduction to Investment Environment</b>	<b>(15 L)</b>
	a) Introduction to Investment Environment Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives b) Capital Market in India Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	
<b>Module 2</b>	<b>Risk - Return Relationship</b>	<b>(15L)</b>
	a) Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.	
<b>Module 3</b>	<b>Portfolio Management and Security Analysis</b>	<b>(15L)</b>
	a) Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors	

	<p>affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</p> <p>b) Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.</p>	
<b>Module 4</b>	<b>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</b>	<b>(15L)</b>
	<p>a) Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory b) Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</p> <p>c) Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</p>	
References	<p>References:</p> <p>·Kevin. S, Security Analysis and Portfolio Management Donald Fischer &amp; Ronald Jordon, Security Analysis &amp; Portfolio Management Prasanna Chandra, Security Analysis &amp; Portfolio Management Sudhindhra Bhatt, Security Analysis and Portfolio Management.</p>	

**T.Y.BMS SEMESTER V**  
**Vocational & Skill Enhancement Courses (VSEC)**  
**COURSE TITLE: Customer Relationship Management**  
**COURSE CODE:UVKMSS5-336 [CREDITS - 04]**

	<b>Course Learning Objective</b>	
	<ul style="list-style-type: none"> <li>Understand the concept, evolution, benefits, and challenges of CRM.</li> <li>Analyze CRM marketing initiatives, customer service strategies, and data management.</li> <li>Explore CRM strategy development, implementation, and evaluation.</li> <li>Examine emerging trends, ethical issues, and new opportunities in CR</li> </ul>	
	<b>Course Learning Outcomes</b>	
	<b>After completion of this course learner will be able to:</b> <ul style="list-style-type: none"> <li>To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management</li> <li>To provide insight into CRM marketing initiatives, customer service and designing CRM strategy</li> <li>To understand new trends in CRM, challenges and opportunities for organizations</li> </ul>	
<b>Module 1</b>	<b>Introduction to Customer Relationship Management</b>	<b>(15 L)</b>
	<ul style="list-style-type: none"> <li>Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</li> <li>Objectives, Benefits of CRM to Customers and Organizations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM</li> <li>Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</li> </ul>	
<b>Module 2</b>	<b>CRM Marketing Initiatives, Customer Service and Data Management</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</li> <li>CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management</li> </ul>	

	<ul style="list-style-type: none"> <li>● CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalization and Collaborative Filtering, Data Reporting</li> </ul>	
<b>Module 3</b>	<b>CRM Strategy, Planning, Implementation and Evaluation</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>● Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</li> <li>● Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</li> <li>● Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</li> <li>● CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</li> </ul>	
<b>Module 4</b>	<b>CRM New Horizons</b>	<b>(15L)</b>
	<ul style="list-style-type: none"> <li>● e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:</li> <li>● Software App for Customer Service: <ul style="list-style-type: none"> <li>• Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling</li> </ul> </li> <li>● Social Networking and CRM</li> <li>● Mobile-CRM</li> <li>● CRM Trends, Challenges and Opportunities</li> <li>● Ethical Issues in CRM</li> <li>● RECENT TRENDS &amp; OPPORTUNITIES IN CRM</li> </ul>	

	<ul style="list-style-type: none"> <li>● CASE STUDIES</li> </ul>	
	<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Baran Roger J. &amp; Robert J. Galka (2014), <i>Customer Relationship Management: The Foundation of Contemporary Marketing Strategy</i>, Routledge Taylor &amp; Francis Group.</li> <li>2. Anderrson Kristin and Carol Kerr (2002), <i>Customer Relationship Management</i>, Tata McGraw-Hill.</li> <li>3. Ed Peelen, <i>Customer Relationship Management</i>, Pearson Education</li> <li>4. Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press.</li> <li>5. Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education.</li> <li>6. Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education.</li> <li>7. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), <i>Services Marketing Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill.</li> <li>8. Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education</li> </ol>	

**T.Y.BMS SEMESTER V**  
**Vocational & Skill Enhancement Courses (VSEC) (Finance)**  
**COURSE TITLE: DIRECT TAXES**

**COURSE CODE: UVKMSS5-337 [CREDITS - 04]**

<b>Course Learning Objective</b>		
<b>To understand the provisions of determining residential status of individual</b>		
<b>To study various heads of income</b>		
<b>To study deductions from total income 04 To compute taxable income of Individuals</b>		
<b>Course Learning Outcomes</b>		
<p>After completing this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the basic framework of direct taxation in the country.</li> <li>2. Classify different types of taxable income and allowable deductions.</li> <li>3. Compute tax liability for individuals, firms, and corporations.</li> <li>4. Apply tax laws to real-life scenarios and case studies.</li> </ol>		
	<b>MODULES /UNITS</b>	<b>NUMBER OF LECTURES</b>
<b>Module 1</b>	<b>Definitions and Residential Status</b>	<b>(15 L)</b>
	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)	
<b>Module 2</b>	<b>Heads of Income – I</b>	<b>(15L)</b>
	Salary ( S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)	
<b>Module 3</b>	<b>Heads of Income – II</b>	<b>(15L)</b>
	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)	
<b>Module 4</b>	<b>to be covered with relevant heads of income) 4 Deductions under Chapter VI A</b>	<b>(10L)</b>
	Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA	
<b>Module 5</b>	<b>Computation of Taxable Income of Individuals.</b>	<b>(5 L)</b>
	Computation of Total Income and Taxable Income of Individuals	
Referenc es	<p>References:</p> <ul style="list-style-type: none"> <li>· Income Tax Act- Bare act</li> <li>Dr V K Singhania-Direct Tax Law &amp; Practice</li> </ul>	



## **MODALITY OF ASSESSMENT**

The performance of the learners for those exams having Semester End Examinations and Internal Assessment shall be evaluated in two parts as per the following ratio:

Semester End Examination: Internal Assessment [60:40]

The learner's performance shall be assessed by conducting the Semester-end Examination with 60% marks and Continuous Internal Assessment (CIA) with 40% marks. Practical Examination will consist of Semester-end examination.

Students will have to score 40% of marks INDIVIDUALLY in Internal assessment as well as Semester-end Examination to pass the course.

**Internal Assessment:** It is defined as the assessment of the learners on the basis of internal evaluation by way of participation of learners in various academic and correlated activities in the given semester of the programme.

**Semester End Assessment:** It is defined as the assessment of the learners on the basis of Performance in the Semester-end Theory/ Practical examination.

**Table-1- Mode of Assessment under NEP 2020**

Name of the course	Nature of Evaluation & Mode of Assessment	Credits	Duration	Marks
Major - Mandatory & Elective Subject Course (Theory)	1. Internal (40%) (Table 2)	4-Credit	-	40
	2. Semester-end Examination (60%)		2 hrs	60
Major Subject Course (Theory)	1. Internal (40%) (Table 2)	2-Credit		20
	2. Semester-end Examination (60%)		90 min	30
Minor Course	1. Internal (40%) (Table 2)	2-Credit		20
	2. Semester-end Examination (60%)		90 min	30
Open Electives (OE)	Continuous Internal Evaluation - Assignments/ Presentations/ Group Discussion/ Case Studies etc. Any two modes of assessment with evaluation at Department level (25 M Each)	2-Credit	-	50
Vocational Skill Enhancement Course (VSEC)	1. Internal (40%) - Table 2	2-Credit	90 min	20
	2. Semester-end Examination (60%)			30

Ability Enhancement Course (AEC)	Semester-end examination	2-Credit	90 min	50
On Job training (OJT) /NSS/ NCC/ Co-curricular Course (CC)/ Field project (FP)/ Internship	CIE-Tests, Essays, Articles, Group assignments/ Reports/ Journals/ Diaries/ Reviews/ Dissertations/ Observations of Students (As per the nature of the course)	2-Credit	-	

Note: CC-Co-curricular Courses include involvement/ participation in various areas such as Cultural Activities, Departmental activities, Fine/ Applied/ Visual/ Performing Arts, Sports and fitness, NSS/ NCC, DLLE, The Sunday School (TSS), Health & Wellness, Yoga education etc. Record of involvement /participation by students has to be documented with signatures of staff concerned in students' CC Cards.

Table – 2

Theory - Mode of assessment-Continuous Internal Assessment [40%]

Evaluation type
<ol style="list-style-type: none"> <li>1. Assignments.</li> <li>2. Project based learning activities (Group Discussion Research/ Case studies/ Reports / Assignments / Presentations / Skit / Poster / Event/Field Trips/ Research projects etc.).</li> <li>3. Class Test (Objective - Multiple Choice Questions/ Subjective).</li> <li>4. Active participation in class activities.</li> <li>5. Overall conduct as a responsible student with respect to good behaviour, leadership qualities, interpersonal skills etc.</li> </ol>

**Question Paper Pattern (4 credits)**

***(Practical Courses)***

Maximum Marks: 60

Questions to be set: 05

Duration: 2 Hrs.

All Questions are Compulsory.

Question No	Particular	Marks
Q-1 Q-1	Full Length Practical Question OR Full Length Practical Question	10 Marks 10 Marks
Q-2 Q-2	Full Length Practical Question OR Full Length Practical Question	10 Marks 10 Marks
Q-3 Q-3	Full Length Practical Question OR Full Length Practical Question	10 Marks 10 Marks
Q-4 Q-4	Full Length Practical Question OR Full Length Practical Question	10 Marks 10 Marks
Q-5  Q-5	A) Theory questions / Practical Questions B) Theory questions / Practical Questions <b>OR</b> Short Notes To be asked 06 To be answered 04	10 Marks 10 Marks  20 Marks

***Note:***

***Practical question of 10 marks may be divided into two sub questions of teachers' choice. If the topic demands, instead of practical questions, appropriate theory question may be asked.***