

UNIVERSITY OF MUMBAI

No. UG/ 89 of 2018-19

CIRCULAR:-

Attention of the Principals of the affiliated Colleges and Directors of the recognized Institutions in Commerce & Management Faculty is invited to this office Circular No. UG/21 of 2016-17, dated 30th June, 2016 relating to syllabus of Bachelor of Management Studies (B.M.S.) degree course.

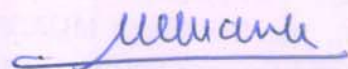
Their attention is also invited to University Circular No. UG/109 of 2016-17 dated 25th October, 2016 for F.Y.B.M.S. (Sem. I & II) and University Circular No. UG/261 of 2017-18 dated 23rd October, 2017 for S.Y. B.M.S. (Sem. III & IV) respectively.

They are hereby informed that the recommendations made by the Board of Studies in Business Management at its meeting held on 28th February, 2018 have been accepted by the Academic Council at its meeting held on 5th May, 2018 vide item No. 4.44 and that in accordance therewith, the revised syllabus as per the (CBCS) for the T.Y.B.M.S. (Sem. V & VI), has been brought into force with effect from the academic year 2018-19, accordingly. (The same is available on the University's website www.mu.ac.in).

MUMBAI – 400 032

27th July, 2018

To



(Dr. Dinesh Kamble)
I/c REGISTRAR

The Principals of the affiliated Colleges and Directors of the recognized Institutions in Commerce & Management Faculty. (Circular No. UG/334 of 2017-18 dated 9th January, 2018.)

A.C./4.44/05/05/2018

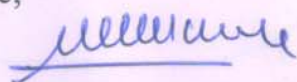
No. UG/ 89 -A of 2018

MUMBAI-400 032

27th July, 2018

Copy forwarded with Compliments for information to:-

- 1) The I/c Dean, Faculty of Commerce & Management,
- 2) The Director, Board of Examinations and Evaluation,
- 3) The Director, Board of Students Development,
- 4) The Professor-cum-Director, Institute of Distance and Open Learning (IDOL),
- 5) The Co-Ordinator, University Computerization Centre,



(Dr. Dinesh Kamble)
I/c REGISTRAR

University of Mumbai



**Revised Syllabus
and
Question Paper Pattern
of Courses
of
Bachelor of Management Studies
(BMS) Programme at
Third Year
*Semester V and VI***

**Under Choice Based Credit, Grading and
Semester System**

***(To be implemented from Academic Year- 2018-2019)
Board of Studies-in-Business Management, University of Mumbai***

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

TYBMS

(To be implemented from Academic Year- 2018-2019)

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
1	Elective Courses (EC)		1	Elective Courses (EC)	
1,2,3 & 4	*Any four courses from the following list of the courses	12	1,2,3 & 4	**Any four courses from the following list of the courses	12
2	Core Course (CC)		2	Core Course (CC)	
5	Logistics & Supply Chain Management	04	5	Operation Research	04
3	Ability Enhancement Course (AEC)		3	Ability Enhancement Course (AEC)	
6	Corporate Communication & Public Relations	04	6	Project Work	04
Total Credits		20	Total Credits		20

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/analysing/exploring a real life situation/ difficult problem. Project work would be of 04 credits. A project work may be undertaken in any area of Elective Courses/ study area selected

*List of group of Elective Courses(EC) for Semester V (Any Four)			** List of group of Elective Courses(EC) for Semester VI (Any Four)		
Group A: Finance Electives					
1	Investment Analysis& Portfolio Management		1	International Finance	
2	Commodity & Derivatives Market		2	Innovative Financial Services	
3	Wealth Management		3	Project Management	
4	Financial Accounting		4	Strategic Financial Management	
5	Risk Management		5	Financing Rural Development	
6	Direct Taxes		6	Indirect Taxes	
Group B:Marketing Electives					
1	Services Marketing		1	Brand Management	
2	E-Commerce & Digital Marketing		2	Retail Management	
3	Sales & Distribution Management		3	International Marketing	
4	Customer Relationship Management		4	Media Planning & Management	
5	Industrial Marketing		5	Sports Marketing	
6	Strategic Marketing Management		6	Marketing of Non Profit Organisation	
Group C: Human Resource Electives					
1	Finance for HR Professionals & Compensation Management		1	HRM in Global Perspective	
2	Strategic Human Resource Management & HR Policies		2	Organisational Development	
3	Performance Management & Career Planning		3	HRM in Service Sector Management	
4	Industrial Relations		4	Workforce Diversity	
5	Talent & Competency Management		5	Human Resource Accounting & Audit	
6	Stress Management		6	Indian Ethos in Management	
Note: Group selected in Semester III will continue in Semester V &Semester VI					

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

(To be implemented from Academic Year- 2018-2019)

Semester V

No. of Courses	Semester V	Credits
1	<i>Elective Courses (EC)</i>	
1,2,3 & 4	*Any four courses from the following list of the courses	12
2	<i>Core Course (CC)</i>	
5	Logistics & Supply Chain Management	04
3	<i>Ability Enhancement Course (AEC)</i>	
6	Corporate Communication & Public Relations	04
Total Credits		20

****List of group of Elective Courses(EC)for Semester V (Any Four)***

<i>Group A: Finance Electives</i>	
1	Investment Analysis & Portfolio Management
2	Commodity & Derivatives Market
3	Wealth Management
4	Financial Accounting
5	Risk Management
6	Direct Taxes
<i>Group B:Marketing Electives</i>	
1	Services Marketing
2	E-Commerce & Digital Marketing
3	Sales & Distribution Management
4	Customer Relationship Management
5	Industrial Marketing
6	Strategic Marketing Management
<i>Group C: Human Resource Electives</i>	
1	Finance for HR Professionals & Compensation Management
2	Strategic Human Resource Management & HR Policies
3	Performance Management & Career Planning
4	Industrial Relations
5	Talent & Competency Management
6	Stress Management

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group A: Finance Electives***

1. Investment Analysis and Portfolio Management

Modules at a Glance

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

Objectives

SN	Objectives
1	To acquaint the learners with various concepts of finance
2	To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world
3	To understand various models and techniques of security and portfolio analysis

SN	Modules/ Units
1	Introduction to Investment Environment
	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
2	Risk - Return Relationship
	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.
3	Portfolio Management and Security Analysis
	a) Portfolio Management: • Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. 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.
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement
	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 c) Portfolio Performance Measurement: • Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group A: Finance Electives***

2. Commodity and Derivatives Market

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Commodities Market and Derivatives Market	15
2	Futures and Hedging	15
3	Options and Option Pricing Models	15
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk	15
Total		60

Objectives

SN	Objectives
1	To understand the concepts related to Commodities and Derivatives market
2	To study the various aspects related to options and futures
3	To acquaint learners with the trading, clearing and settlement mechanism in derivatives market.

SN	Modules/ Units
1	Introduction to Commodities Market and Derivatives Market
	a) Introduction to Commodities Market : • Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities b) Introduction to Derivatives Market: • Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.
2	Futures and Hedging
	a) Futures: • Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model b) Hedging: • Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge
3	Options and Option Pricing Models
	a) Options: • Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies b) Options Pricing Models: • Binomial Option Pricing Model, Black - Scholes Option Pricing Model
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk
	a) Trading, Clearing & Settlement In Derivatives Market: • Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement b) Types of Risk: • Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

Elective Courses (EC)

Group A: Finance Electives

3. Wealth Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Insurance Planning and Investment Planning	15
3	Financial Mathematics/ Tax and Estate Planning	15
4	Retirement Planning/ Income Streams & Tax Savings Schemes	15
Total		60

Objectives

SN	Objectives
1	To provide an overview of various aspects related to wealth management
2	To study the relevance and importance of Insurance in wealth management
3	To acquaint the learners with issues related to taxation in wealth management
4	To understand various components of retirement planning

SN	Modules/ Units
1	Introduction
	a) 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 b) Personal Financial Statement Analysis: - Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. c) Economic Environment Analysis: - Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent
2	Insurance Planning and Investment Planning
	a) 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 – Mediciam – Calculation of Human Life Value - Belth Method/CPT b) 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
3	Financial Mathematics/ Tax and Estate Planning
	a) Financial Mathematics: - Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios b) Tax and Estate Planning: - Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions
4	Retirement Planning/ Income Streams & Tax Savings Schemes
	a) Retirement Planning: - Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment b) Income Streams & Tax Savings Schemes: - Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019**

Elective Courses (EC)

Group A: Finance Electives

4. Financial Accounting

Modules at a Glance

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

Objectives

SN	Objectives
01	To acquaint the learners in preparation of final accounts of companies
02	To study provisions relating to underwriting of shares and debentures
03	To study accounting of foreign currency and investment
04	To understand the need of ethical behaviour in accountancy

Sr. No.	Modules / Units
1	Preparation of Final Accounts of Companies
	Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) Preparation of financial statements as per Companies Act (excluding cash flow statement) AS 1 in relation to final accounts of companies (disclosure of accounting policies)
2	Underwriting of Shares & Debentures
	Introduction, Underwriting, Underwriting Commission Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues Types of underwriting, Abatement Clause Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems
3	Accounting of Transactions of Foreign Currency
	In relation to purchase and sale of goods, services, assets, loan and credit transactions. Computation and treatment of exchange rate differences.
4	Investment Accounting (w.r.t. Accounting Standard- 13)
	For shares (variable income bearing securities) For Debentures/Preference shares (fixed income bearing securities) Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). Columnar format for investment account.
5	Ethical Behaviour and Implications for Accountants
	Introduction, Meaning of ethical behavior Financial Reports – link between law, corporate governance, corporate social responsibility and ethics. Need of ethical behavior in accounting profession . Implications of ethical values for the principles versus rule based approaches to accounting standards The principal based approach and ethics The accounting standard setting process and ethics The IFAC Code of Ethics for Professional Accountants Contents of Research Report in Ethical Practices Implications of unethical behavior for financial reports Company Codes of Ethics The increasing role of Whistle – Blowing

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group A: Finance Electives***

5. Risk Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction, Risk Measurement and Control	15
2	Risk Avoidance and ERM	15
3	Risk Governance and Assurance	15
4	Risk Management in Insurance	15
Total		60

Objectives

SN	Objectives
1	To familiarize the student with the fundamental aspects of risk management and control
2	To give a comprehensive overview of risk governance and assurance with special reference to insurance sector
3	To introduce the basic concepts, functions, process, techniques of risk management

SN	Modules/ Units
1	Introduction, Risk Measurement and Control
	a) Introduction, Risk Measurement and Control • Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control
2	Risk Avoidance and ERM
	a) Risk Hedging Instruments and Mechanism: • Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation b) Enterprise Risk Management: • Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register
3	Risk Governance and Assurance
	a) Risk Governance: • Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance b) Risk Assurance: • Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk c) Risk and Stakeholders Expectations: • Identifying the Range of Stakeholders and Responding to Stakeholders Expectations
4	Risk Management in Insurance
	a) Insurance Industry: • Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary b) Players of Insurance Business: • Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification c) Claim Management: • General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group A: Finance Electives***

6. Direct Taxes

Modules at a Glance

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

Objectives

SN	Objectives
01	To understand the provisions of determining residential status of individual
02	To study various heads of income
03	To study deductions from total income
04	To compute taxable income of Individuals

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

Note: The Syllabus is restricted to study of particular sections, specifically mentioned rules and notifications only.

1. All modules / units include Computational problems / Case Study.
2. The Law In force on 1st April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations.

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group B: Marketing Electives***

1. Service Marketing

Modules at a Glance

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

Objectives

SN	Objectives
1	To understand distinctive features of services and key elements in services marketing
2	To provide insight into ways to improve service quality and productivity
3	To understand marketing of different services in Indian context

SN	Modules/ Units
1	Introduction of Services Marketing
	• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services • Role of Services in Modern Economy, Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer Behaviour, Positioning a Service in the Market Place • Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty • Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change
2	Key Elements of Services Marketing Mix
	• The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting • Branding of Services – Problems and Solutions • Options for Service Delivery
3	Managing Quality Aspects of Services Marketing
	• Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment
4	Marketing of Services
	• International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group B: Marketing Electives***

2. E-Commerce and Digital Marketing

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to E-commerce	15
2	E-Business & Applications	15
3	Payment, Security, Privacy & Legal Issues in E-Commerce	15
4	Digital Marketing	15
Total		60

Objectives

SN	Objectives
1	To understand increasing significance of E-Commerce and its applications in Business and Various Sectors
2	To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business
3	To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation

SN	Modules/ Units
1	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 - Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce - Impact of E-Commerce on Business, Ecommerce in India - Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education - Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce
2	E-Business & Applications
	- E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business - Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning - Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. - 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, Life Cycle Approach for Building a Website, Different Ways of Building a Website
3	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, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. - Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. - Types of 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

SN	Modules/ Units
4	Digital Marketing
	• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. • Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. • Digital Marketing on various Social Media platforms. • Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing.

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019***

***Elective Courses (EC)
Group B: Marketing Electives***

3. Sales and Distribution Management

Modules at a Glance

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

Objectives

SN	Objectives
1	To develop understanding of the sales & distribution processes in organizations
2	To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel management

SN	Modules/ Units
1	Introduction
	a) Sales Management: • Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions • Qualities of a Sales Manager • Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. • Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure b) Distribution Management: • Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. c) Integration of Marketing, Sales and Distribution
2	Market Analysis and Selling
	a) Market Analysis: • Market Analysis and Sales Forecasting, Methods of Sales Forecasting • Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota • Factors Determining Fixation of Sales Quota • Assigning Territories to Salespeople b) Selling: • Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing • Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory • Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill • Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy • Difference Between Consumer Selling and Organizational Selling • Difference Between National Selling and International Selling

SN	Modules/ Units
3	Distribution Channel Management
	• Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels ▪ Channel Design ▪ Channel Policy ▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict ▪ Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution ▪ Motivating Channel Members ▪ Selecting Channel Partners ▪ Evaluating Channels ▪ Channel Control
4	Performance Evaluation, Ethics and Trends
	a) Evaluation & Control of Sales Performance: • Sales Performance – Meaning • Methods of Supervision and Control of Sales Force • Sales Performance Evaluation Criteria- Key Result Areas (KRAs) • Sales Performance Review • Sales Management Audit b) Measuring Distribution Channel Performance: • Evaluating Channels- Effectiveness, Efficiency and Equity • Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit c) Ethics in Sales Management d) New Trends in Sales and Distribution Management

***Revised Syllabus of Courses of Bachelor of Management Studies
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***Elective Courses (EC)
Group B: Marketing Electives***

4. Customer Relationship Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Customer Relationship Management
	• Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners • Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM • Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges
2	CRM Marketing Initiatives, Customer Service and Data Management
	• CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing • CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management • CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting
3	CRM Strategy, Planning, Implementation and Evaluation
	• Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits • Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy • Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement • CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change

4	CRM New Horizons
	• e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: • Software App for Customer Service: ▪ Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling • Social Networking and CRM • Mobile-CRM • CRM Trends, Challenges and Opportunities • Ethical Issues in CRM

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***Elective Courses (EC)
Group B: Marketing Electives***

5. Industrial Marketing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	15
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	15
3	Industrial Marketing Mix	15
4	Emerging Trends in Industrial Marketing	15
Total		60

Objectives

SN	Objectives
01	To understand basics of industrial marketing, Marketing Environment, Segmenting Targeting Positioning, channel strategy, marketing communication and pricing
02	To provide knowledge of industrial market structure and how they function
03	To provide understanding of the various attributes and models applicable in Industrial Marketing
04	To acquaint the students with trends in Industrial Marketing

Sr. No.	Modules / Units
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour
	• Introduction to Industrial Marketing: Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services • Industrial Marketing Environment: Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control • Industrial Buying and Buying Behaviour: Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vendor Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market
	• Industrial Marketing Research: Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System. • Segmentation, Targeting and Positioning in Industrial Market: Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation, Target Market: Concept, Approaches to Target Market, Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning; positioning process.
3	Industrial Marketing Mix
	• Industrial Products and New Product Development: Introduction to Industrial Products; Product Policy; Product Classification; Introduction to new product development; New industrial products; stages in New product development. • Industrial Pricing: Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation • Industrial Marketing Communication: Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing. • Marketing Channels and Physical Distribution of Industrial Products: Industrial marketing channels; Indirect and direct marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel
4	Emerging Trends in Industrial Marketing
	• Business Networks : Business Networks in Industrial marketing, Relationship in Business networks , Technology and Business networks • E-Procurement in Industrial Market: Meaning , Importance of E-procurement , Implementation of E-procurement • E-Commerce: Definition of E-Commerce, Advantages and disadvantages of B2B E-Commerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security

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***Elective Courses (EC)
Group B: Marketing Electives***

6. Strategic Marketing Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Strategic Marketing Management	15
2	Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing	15
3	Strategic Decisions in Product, Services and Branding	15
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management	15
Total		60

Objectives

SN	Objectives
01	To understand marketing strategies and their impact on business models
02	To learn strategic marketing tactics related to product, price, service, brand, positioning, incentives and communication for business growth.
03	To learn the various marketing strategies adopted by Companies to create a competitive advantage

Sr. No.	Modules / Units
1	Introduction to Strategic Marketing Management • Marketing: Nature of Marketing, marketing as an art, science and business discipline, marketing as a value creation process • Strategic decisions: Nature of strategy, the marketing strategy interface, difference between marketing planning and strategic planning • Identifying the market: The five C framework-customer, company, collaborator, competitor, context • The 7 tactics of Marketing mix: Product, service, brand, price ,incentives, communication and distribution • Business Model and Strategic Marketing Planning: Meaning, Role of Business models in marketing management, Strategies for developing a business models: top-down business model generation, bottom up business model generation, The G-STIC frame work for marketing planning: Goal-Strategy-Tactics-Implementation-control
2	Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing: • Segmentation: Essence of segmentation, Factors to be considered while segmenting, key segmenting principles- relevance, similarity, exclusivity • Identifying Target Customers: Factors to be considered while targeting, targeting strategies-One for all strategy, one for each strategy, Strategic Targeting criteria: target attractiveness, target compatibility Essential strategic assets for target compatibility: business infrastructure, collaborator networks, human capital, intellectual property, strong brands, established customer base, synergistic offerings, access to scarce resources and capital. • Creating Customer Value through Positioning: Role of strategic positioning, strategic positioning options: The quality option, value option, the pioneer, a narrow product focus, target segment focus; strategies for creating superior customer value. Creating Company Value: Understanding Company Value: Monetary, functional and psychological value; strategically managing profits--increasing sales revenue-through volume, optimizing price, lowering costs Creating Collaborator Value: Meaning of collaborators, collaboration as business process, advantages and drawbacks of collaboration, levels of strategic collaboration: explicit, implicit; alternatives to collaboration: horizontal and vertical integration, managing collaborator relations; gaining collaborator power: offering differentiation; collaborator size, strategic importance, switching costs

3	Strategic Decisions in Product, Services and Branding
	• Managing Product and Services: factors affecting product and service decisions- performance, consistency, reliability, durability, compatibility, ease of use, technological design, degree of customization, physical aspects, style, packaging. Managing New Products: Forecasting new product demand using Primary Data and secondary data: offering specific forecasting, forecasting by analogy, category based forecasting. New product adoption: Understanding new product adoption, factors influencing diffusion of new offering, new product development process, managing risk in new products- market risk and technological risk, Moore's Model of adoption of new technologies, managing product life cycle at various stages, extending Product lifecycle. • Managing Product Lines: Managing vertical, upscale, downscale, horizontal product-Line Extensions, Managing Product Line Cannibalization, Managing Product lines to gain and defend market position-The Fighting Brand Strategy, The sandwich strategy, The Good-better-best strategy • Brand Tactics: Brand: Meaning, brand identity, brand as value creation process brand hierarchy-Individual and umbrella branding, brand extension: vertical and horizontal, brand equity and brand power, measuring brand equity-cost based approach, market based approach and financial based approach.
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management
	A) Managing Price: Major approaches to strategic pricing-cost based pricing, competitive pricing, demand pricing; Price sensitivity: meaning, psychological pricing, Five psychological pricing effects: reference price effects, price quantity effects, price tier effects, price ending effects, product line effects; Understanding competitive pricing and price wars: factors affecting price wars, Approach for developing a strategic response to competitors price cut, Other pricing strategies-captive pricing, cross price elasticity, deceptive pricing, everyday low pricing, experience curve pricing, loss leader pricing, horizontal price fixing, price signalling. B) Managing Promotions and incentives: Promotion mix strategy, Factors affecting strategic decisions in promotion mix, Promotion expenditure strategy, Methods to determine promotion expenditure-Breakdown Method, Buildup Method, Push and Pull promotions. Managing incentives as a value creation process, Goals of using customer incentives, Monetary incentives for customers, Non monetary incentives for customers. Collaborator incentives meaning, monetary incentives-slotting allowance, stocking allowance, cooperative advertising allowance, market development allowance, display allowance, spiffs C) Managing distribution: Distribution as value creation process, distribution channel design process- Channel structure: Direct, indirect and hybrid channel; channel coordination- common ownership, contractual relationship, implicit channel coordination; channel type, channel coverage, channel exclusivity D) Strategic Growth Management: Gaining market position: strategies to gain market position: steal share strategy, market growth strategy, market innovation strategy; Pioneering new markets: Meaning, Types of Pioneers: technology, product, business model, markets; benefits and drawbacks of being a Pioneer. Defending market position: Strategies to defend market position- ignoring competitors' action, repositioning the existing offer- repositioning to increase value for current customers, repositioning to attract new customers.

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Elective Courses (EC)

Group C: Human Resource Electives

**1. Finance for HR Professionals and
Compensation Management**

Modules at a Glance

SN	Modules	No. of Lectures
1	Compensation Plans and HR Professionals	15
2	Incentives and Wages	15
3	Compensation to Special Groups and Recent Trends	15
4	Legal and Ethical issues in Compensation	15
Total		60

Objectives

SN	Objectives
1	To orient HR professionals with financial concepts to enable them to make prudent HR decisions
2	To understand the various compensation plans
3	To study the issues related to compensation management and understand the legal framework of compensation management

SN	Modules/ Units
1	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.
2	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.
3	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.
4	Legal and Ethical issues in Compensation
	• Legal Framework of Compensation in India: 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. • Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.

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Elective Courses (EC)

Group C: Human Resource Electives

**2. Strategic Human Resource Management and
HR Policies**

Modules at a Glance

SN	Modules	No. of Lectures
1	SHRM - An Overview	15
2	HR Strategies	15
3	HR Policies	15
4	Recent Trends in SHRM	15
Total		60

Objectives

SN	Objectives
1	To understand human resource management from a strategic perspective
2	To link the HRM functions to corporate strategies in order to understand HR as a strategic resource
3	To understand the relationship between strategic human resource management and organizational performance
4	To apply the theories and concepts relevant to strategic human resource management in contemporary organizations
5	To understand the purpose and process of developing Human Resource Policies

SN	Modules/ Units
1	SHRM - An Overview
	• Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model • HR Environment –Environmental trends and HR Challenges • Linking SHRM and Business Performance
2	HR Strategies
	• Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance
3	HR Policies
	• Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony
4	Recent Trends in SHRM
	• i.e. Mentoring • Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement • Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model • Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. • Human Capital Management –Meaning and Role • New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment • Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.

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Elective Courses (EC)

Group C: Human Resource Electives

3. Performance Management and Career Planning

Modules at a Glance

SN	Modules	No. of Lectures
1	Performance Management – An Overview	15
2	Performance Management Process	15
3	Ethics, Under Performance and Key Issues in Performance Management	15
4	Career Planning and Development	15
Total		60

Objectives

SN	Objectives
1	To understand the concept of performance management in organizations
2	To review performance appraisal systems
3	To understand the significance of career planning and practices

SN	Modules/ Units
1	Performance Management – An Overview
	• 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, Performance Management Cycle • Best Practices in Performance Management, Future of Performance Management. • Role of Technology in Performance Management
2	Performance Management Process
	• Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking • Performance Managing – Meaning, Objectives, Process • Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach • Performance Monitoring–Meaning, Objectives and Process • Performance Management Implementation – Strategies for Effective Implementation of Performance Management • Linking Performance Management to Compensation • Concept of High Performance Teams
3	Ethics, Under Performance and Key Issues in Performance Management
	• Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management • Under Performers and Approaches to Manage Under Performers, Retraining • Key Issues and Challenges in Performance Management • Potential Appraisal: Steps, Advantages and Limitations. • Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.
4	Career Planning and Development
	• 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 • Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives • Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model • New Organizational Structures and Changing Career Patterns

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Elective Courses (EC)

Group C: Human Resource Electives

4. Industrial Relations

Modules at a Glance

SN	Modules	No. of Lectures
1	Industrial Relations- An overview	15
2	Industrial Disputes	15
3	Trade Unions and Collective Bargaining	15
4	Industrial Relations Related Laws in India	15
Total		60

Objectives

SN	Objectives
1	To understand the concept of performance management in organizations
2	To review performance appraisal systems
3	To understand the significance of career planning and practices

SN	Modules/ Units
1	Industrial Relations- An overview
	Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial Relations, Issues and Challenges of industrial relations in India
2	Industrial Disputes
	a) Industrial Disputes: - Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc) - Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment b) Employee Discipline: - Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. c) Grievance Handling: - Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India. d) Workers' Participation in Management: - Meaning and Types with Respect to India
3	Trade Unions and Collective Bargaining
	a) Trade Unions: - Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Rights and Privileges of Registered Trade Unions, Impact of Globalisation on Trade Unions in India, Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS, UTUC, Problems of Trade Unions in India. b) Collective Bargaining: - Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining, Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.

SN	Modules/ Units
4	Industrial Relations Related Laws in India
	• Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal • The Trade Unions Act, 1926; • The Industrial Employment (Standing Orders) Act, 1946; • The Industrial Disputes Act, 1947; • The Factories' Act, 1948 • The Minimum Wages Act, 1948

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***Elective Courses (EC)
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5. Talent & Competency Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Talent Management	15
2	Talent Management System	15
3	Contemporary Issues and Current Trends in Talent Management	15
4	Competency Management and Competency Mapping	15
Total		60

Objectives

SN	Objectives
01	To understand key talent management & competency management concepts
02	To understand the concept and importance of competency mapping
03	To understand the role of talent management and competency management in building sustainable competitive advantage to an organization
04	To know the ethical and legal obligations associated with talent management

Sr. No.	Modules / Units
1	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
2	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
3	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 Management - Best Practices of Talent Management - Ethical and Legal Obligations Associated with Talent Management - Talent Management in India
4	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

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***Elective Courses (EC)
Group C: Human Resource Electives***

6. Stress Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding Stress	15
2	Managing Stress – I	15
3	Managing Stress – II	15
4	Stress Management Leading to Success	15
Total		60

Objectives

SN	Objectives
01	To understand the nature and causes of stress in organizations
02	To familiarize the learners with the stress prevention mechanism
03	To understand the strategies that help cope with stress
04	To be able to apply stress management principles in order to achieve high levels of performance
05	To enable to learners to adopt effective strategies, plans and techniques to deal with stress

Sr. No.	Modules / Units
1	Understanding Stress
	• Stress – concept, features, types of stress • Relation between Stressors and Stress • Potential Sources of Stress – Environmental, Organizational and Individual • Consequences of Stress – Physiological, Psychological and Behavioural Symptoms • Stress at work place – Meaning, Reasons • Impact of Stress on Performance • Work Stress Model • Burnout – Concept • Stress v/s Burnout
2	Managing Stress – I
	• Pre-requisites of Stress-free Life • Anxiety - Meaning, Mechanisms to cope up with anxiety • Relaxation - Concept and Techniques • Time Management - Meaning, Importance of Time Management • Approaches to Time Management • Stress Management - Concept, Benefits • Managing Stress at Individual level • Role of Organization in Managing Stress/ Stress Management Techniques • Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.
3	Managing Stress – II
	• Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model • General Adaption Syndrome (GAS) - Concept, Stages • Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response. • Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. • Stress management interventions: primary, secondary, tertiary. • Meditation – Meaning, Importance • Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control
4	Stress Management Leading to Success
	• Eustress – Concept, Factors affecting Eustress • Stress Management Therapy - Concept, Benefits • Stress Counselling - Concept • Value education for stress management • Stress and New Technology • Stress Audit Process • Assessment of Stress - Tools and Methods • Future of Stress Management

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Core Course (CC)

5. Logistics and Supply Chain Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Overview of Logistics and Supply Chain Management	15
2	Elements of Logistics Mix	15
3	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15
4	Recent Trends in Logistics and Supply Chain Management	15
Total		60

Objectives

SN	Objectives
1	To provide students with basic understanding of concepts of logistics and supply chain management
2	To introduce students to the key activities performed by the logistics function
3	To provide an insight in to the nature of supply chain, its functions and supply chain systems
4	To understand global trends in logistics and supply chain management

SN	Modules/ Units
1	Overview of Logistics and Supply Chain Management
	a) Introduction to Logistics Management • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment b) Introduction to Supply Chain Management • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration c) Customer Service: Key Element of Logistics • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers d) Demand Forecasting • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)
2	Elements of Logistics Mix
	a) Transportation • Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation b) Warehousing • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing c) Materials Handling • Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments d) Packaging • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

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

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Ability Enhancement Courses (AEC)

6. Corporate Communication & Public Relations

Modules at a Glance

SN	Modules	No. of Lectures
1	Foundation of Corporate Communication	15
2	Understanding Public Relations	15
3	Functions of Corporate Communication and Public Relations	15
4	Emerging Technology in Corporate Communication and Public Relations	15
Total		60

Objectives

SN	Objectives
1	To provide the students with basic understanding of the concepts of corporate communication and public relations
2	To introduce the various elements of corporate communication and consider their roles in managing organizations
3	To examine how various elements of corporate communication must be coordinated to communicate effectively
4	To develop critical understanding of the different practices associated with corporate communication

SN	Modules/ Units
1	Foundation of Corporate Communication a) Corporate Communication: Scope and Relevance • Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario b) 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 c) Ethics and Law in Corporate Communication • 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
2	Understanding Public Relations a) Fundamental of Public Relations: • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business b) Emergence of Public Relations: • Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations c) Public Relations Environment: • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues d) Theories used in Public Relations: • Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory
3	Functions of Corporate Communication and Public Relations a) Media Relations: • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations b) 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 c) Crisis Communication: • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building d) Financial Communication: • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising

SN	Modules/ Units
4	Emerging Technology in Corporate Communication and Public Relations
	a) Contribution of Technology to Corporate Communication • 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) b) Information Technology in Corporate Communication • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation c) Corporate Blogging • Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

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Reference Books

Reference Books
Investment Analysis & Portfolio Management
• Kevin. S, <i>Security Analysis and Portfolio Management</i> • Donald Fischer & Ronald Jordon, <i>Security Analysis & Portfolio Management</i> • Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> • Sudhindhra Bhatt, <i>Security Analysis and Portfolio Management.</i>
Commodity & Derivatives Market
• John C. Hull & Basu -Futures, options & other derivatives • Robert McDonald, <i>Derivatives market</i>, Pearson education • John Hull, <i>Fundamentals of futures & options</i> • Ankit Gala & Jitendra Gala, <i>Guide to Indian Commodity market</i>, Buzzingstock publishing house • K.Sasidharan & Alex K. Mathews, <i>Option trading – bull market strategies</i>, McGraw Hill publication • Niti Chatnani, <i>Commodity markets</i>, McGraw Hill Publication • S.Kevin, <i>Commodities & financial derivatives</i>, PHI learning Pvt Ltd • Suni K Parmeswaran, <i>Futures & options</i>, McGraw Hill
Wealth Management
• Harold Evensky, <i>Wealth Management</i>, McGraw Hill Publication • NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> • Harold Evensky, <i>The new wealth Management</i>, CFA Institute Investment Series Publication
Financial Accounting
• Ashish K. Bhattacharyya – “Financial Accounting for Business Managers”, Prentice Hall of India Pvt. Ltd. • Shashi K. Gupta – “Contemporary Issues in Accounting”, Kalyani Publishers. • R. Narayanaswamy – “Financial Accounting”, Prentice Hall of India, New Delhi • Ashok Sehgal – “Fundamentals of Financial Accounting”, Taxmann’s Publishers • Financial Accounting Reporting – Barry Elliot and Jamie Elliot – Prentice Hall (14th Edition)
Risk Management
• Thomas S. Coleman, <i>Quantitative Risk Management : A Practical Guide to Financial Risk</i> • Steve Peterson, <i>Investment Theory and Risk Management</i> • Risk Management , M/s Macmillan India Limited • Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd. • Sim Segal, <i>Corporate Value of ERM</i> • Dr. G Kotreshwar, <i>Risk Management : Insurance and Derivatives</i>, Himalaya Publishing House
Direct Taxes
• Income Tax Act- Bare act • Dr V K Singhania-Direct Tax Law & Practice

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Reference Books

Reference Books
Services Marketing
• Valarie A. Zeuhaml & Mary Jo Bitner, <i>Service Marketing</i>, Tata McgrawHill, 6th Edition • Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective</i>, Pearson Education, 7th Edition • Ramneek Kapoor, Justin Paul & Biplab Halder, <i>Services Marketing-Concepts And Practices</i>, McgrawHill, 2011 • Harsh V.Verma, <i>Services Marketing Text & Cases</i>, Pearson Education, 2nd Edition • K. Ram Mohan Rao, <i>Services Marketing</i>, Pearson Education, 2nd Edition, 2011 • C. Bhattacharjee, <i>Service Sector Management</i>, Jaico Publishing House, Mumbai, 2008 • Govind Apte, <i>Services Marketing</i>, Oxford Press, 2004
E-Commerce & Digital Marketing
• D Nidhi, <i>E-Commerce Concepts and Applications</i>, ,Edn 2011, International Book house P.ltd • Bajaj Kamlesh K, <i>E-Commerce- The cutting edge of Business</i> • Whiteley David, <i>E-Commerce Technologies and Applications-2013</i> • E-Business & E-Commerce Management 3rd Ed, Pearson Education • Kalokota & Robinson, <i>E-Business 2.0 Road map for Success</i>, Pearson Education • Elias M. Awad, <i>Electronic Commerce</i>, 3rd Edition, Pearson Education • Erfan Turban et.al, <i>Electronic Commerce - A Managerial Perspective</i>, Pearson Education • R. Kalokota, Andrew V. Winston, <i>Electronic Commerce - A Manger's Guide</i>, Pearson Education • Tripathi, <i>E-Commerce</i>, Jaico Publishing House, Mumbai, Edn. 2010.
Sales & Distribution Management
• A. Nag, <i>Sales And Distribution Management</i>, Mcgraw Hill, 2013 Edition • Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, <i>Sales Management</i>, Pearson Education, 5th Edition • Krishna K. Havaldar, Vasant M. Cavale, <i>Sales And Distribution Management – Text & Cases</i>, Mcgraw Hill Education, 2nd Edition, 2011 • Dr.Matin Khan, <i>Sakes And Distribution Management</i>, Excel Books, 1st Edition • Kotler & Armstrong, <i>Principles Of Marketing – South Asian Perspective</i>, Pearson Education, 13th Edition
Customer Relationship Management
• Baran Roger J. & Robert J. Galka (2014), <i>Customer Relationship Management: The Foundation of Contemporary Marketing Strategy</i>, Routledge Taylor & Francis Group. • Anderrson Kristin and Carol Kerr (2002), <i>Customer Relationship Management</i>, Tata McGraw-Hill. • Ed Peelen, <i>Customer Relationship Management</i>, Pearson Education • Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press. • Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education. • Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education. • 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. • Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education.

**Revised Syllabus of Courses of Bachelor of Management Studies
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Reference Books

Reference Books
Industrial Marketing • <i>Industrial Marketing: A practices in India</i> by S.L. Gupta, Sanjeev Bahadur, and Hitesh Gupta: Excel Books (First Edition) • <i>Industrial Marketing</i> by Hory, Sankar and Mukerjee by Excel Books (First Edition) • <i>Industrial Marketing: A Process of Creating and Maintaining Exchange</i> by Krishnamacharyulu , Lalitha R, Publisher: Jaico Book House • <i>Industrial Marketing</i> by Ghosh, Publisher: Oxford University Press • <i>Industrial Marketing</i> by K. K. Havaladar, Publisher: Tata McGraw-Hill Publishing Company limited • <i>Industrial Marketing Management</i> by Govindarajan, Publisher: Vikas Publishing House Pvt. Ltd. • <i>Industrial Marketing</i> by Phadtare M. T, Publisher: Prentice Hall of India Private Limited
Strategic Marketing Management • Alexander Chernav, <i>Strategic management</i>, Eight Edition ,June 2014,Cerebellum press • Richardn m.s Wilson, Collin Gilligan, <i>Strategic marketing management</i>,3rd edition, Elsevier • Subhash .C.Jain, <i>Marketing Strategy</i>, India edition, cengage learning • Sharan Jagpal, <i>Marketng strategy</i>, oxford university press • David A. Aker, <i>Startegic Market Management</i>, John Wiley & Sons, 2001 • Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, <i>Marketing Management</i>, Pearson, 13th edition
Finance for HR Professionals & Compensation Management • Gary Dessler, Biju Varkkey, <i>Human Resource Management</i>, Pearson, 12th edition • Mick Marchington and Adrian Wilkinson, <i>Human Resource Management at Work – People Management and Development- Illrd Edition</i>, • Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers • Gary Dessler, <i>Framework for HRM</i>, 3rd Edition, Pearson Education • Ashwathappa, <i>Human Resource Management</i> • Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, <i>Managing Human Resources – IVth Edition</i>, (Eastern Economy Edition) • Milkovich, George T, Newman J.M, <i>Compensation</i>, Tata Mc Graw Hill. • Henderson, R.O, <i>Compensation Management</i>, Pearson Edition . • BD Singh, <i>Compensation and Reward Management</i>, Excel Books. • Karen Permant, Joe Knight, <i>Financial Intelligence for HR Professionals</i> • Sharma A.M, <i>Understanding Wage system</i>, Himalaya Publishing House, Mumbai.
Strategic Human Resource Management & HR Policies • Michael Armstrong, Angela Baron, <i>Handbook of Strategic HRM</i>, Jaico publishing House • Armstrong M.-<i>Strategic Human Resource Management_ A Guide to Action</i> (2006) • <i>Strategic Human Resource Management</i>, Tanuja Agarwal • <i>Strategic Human Resource Management</i>, Jeffrey A. Mello • Gary Dessler, <i>Human Resource Management</i>, PHI, New Delhi, 2003 • Charles R. Greer, <i>Strategic Human Resource Management</i>, Pearson Education, 2003 • Rajib Lochan Dhar, <i>Strategic Human Resource Management</i>, Excel Books, NewDelhi, 2008

**Revised Syllabus of Courses of Bachelor of Management Studies
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Reference Books**

Reference Books
Performance Management & Career Planning • Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers • Armstrong, Michael, Baron, Performance Management, Jaico Publishers • Robert Bacal, Performance Management, McGraw-Hill Education, 2007 • T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007. • Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. • A.S. Kohli, T. Deb, Performance Management, Oxford University Press. • Herman Aguinis, Performance Management, Second edition, Pearson Education.
Industrial Relations • Davar R S: Personnel Management and Industrial Relations in India • Mamoria C B: Industrial Relations • Charles Myeres: Industrial Relations in India • Arun Monappa: Industrial Relations • Sharma A M : Industrial Relations • Ahuja K K : Industrial Relations Theory and Practice • C.S. Vekata Ratnam : Globalisation and Labour-Management Relations • Srivastava K D: Laws relating to Trade Unions and Unfair Labour Practice • A.M.Sarma: A conceptual and legal frame work • Farnham, David and John Pimlot, Understanding Industrial Relations, London: Cassell • Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009. • C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2010. • Srivastava, Industrial Relations and Labour Laws, Vikas, 6 th edition, 2012. • P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. • Srivastava, S. C. :Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi. • Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
Talent & Competency Management • Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition. • Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi • K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill • Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition. • Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill • Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication • Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publishing

**Revised Syllabus of Courses of Bachelor of Management Studies
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Reference Books

Reference Books
Stress Management
• <i>Stress management</i> by Susan R. Gregson • <i>Stress management: Leading to Success</i> By B Hiriyappa • <i>Strategic Stress Management: An Organizational Approach</i> by V. Sutherland, C. Cooper • <i>Stress Management: An Integrated Approach to Therapy</i> by Dorothy H.G. Cotton • <i>Stress Management</i> by A. K. Rai • <i>Organizational Stress Management: A Strategic Approach</i> By A. Weinberg, V. Sutherland, C. Cooper • <i>Stress Management</i> by Dr. Nivedita
Logistics and Supply Chain Management
• <i>David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies</i> Logistics • <i>Donald Waters, An Introduction to Supply Chain</i> • <i>Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services</i> • <i>Vinod Sople, Logistic Management - The Supply Chain Imperative</i> • <i>Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process</i> • <i>Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain</i> • <i>Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education</i> • <i>Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson</i> • <i>Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies</i>
Corporate Communication & Public Relations
• <i>Richard R. Dolphin, The Fundamentals of Corporate Communication</i> • <i>Joep Cornelissen, Corporate Communications: Theory and Practice</i> • <i>James L.Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium</i> • <i>Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach</i> • <i>Rosella Gambetti, Stephen Quigley, Managing Corporate Communication</i> • <i>Joseph Fernandez, Corporate Communications: A 21st Century Primer</i> • <i>C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication</i> • <i>Jaishri Jethwaney, Corporate Communication: Principles and Practice</i>

Bachelor of Management Studies (BMS)
Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2018-2019)

Semester VI

No. of Courses	Semester VI	Credits
1	<i>Elective Courses (EC)</i>	
1,2,3 & 4	**Any four courses from the following list of the courses	12
2	<i>Core Course (CC)</i>	
5	Operation Research	04
3	<i>Ability Enhancement Course (AEC)</i>	
6	Project Work	04
Total Credits		20

** List of group of Elective Courses(EC)for Semester VI (Any Four)	
Group A: Finance Electives (Any four Courses)	
1	International Finance
2	Innovative Financial Services
3	Project Management
4	Strategic Financial Management
5	Financing Rural Development
6	Indirect Taxes
Group B:Marketing Electives (Any four Courses)	
1	Brand Management
2	Retail Management
3	International Marketing
4	Media Planning & Management
5	Sports Marketing
6	Marketing of Non Profit Organisation
Group C: Human Resource Electives (Any four Courses)	
1	HRM in Global Perspective
2	Organisational Development
3	HRM in Service Sector Management
4	Workforce Diversity
5	Human Resource Accounting & Audit
6	Indian Ethos in Management

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Elective Courses (EC)

Group A: Finance Electives

1. International Finance

Modules at a Glance

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

Objectives

SN	Objectives
1	The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance
2	The course aims to give a comprehensive overview of International Finance as a separate area in International Business
3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market

SN	Modules/ Units
1	Fundamentals of International Finance a) Introduction to International Finance: • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance b) Balance of Payment: • Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption. c) International Monetary Systems: • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System d) An introduction to Exchange Rates: • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations ▪ Direct & Indirect Rates ▪ Cross Currency Rates ▪ Spread & Spread % • Factors Affecting Exchange Rates
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives a) Foreign Exchange Markets: • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) b) International Parity Relationships & Foreign Exchange Rate: • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) c) Currency & Interest Rate Futures: • Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India

SN	Modules/ Units
3	World Financial Markets & Institutions & Risks
	a) Euro Currency Bond Markets: • Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market b) International Equity Markets & Investments: • Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR,GDR,IDR c) International Foreign Exchange Markets: • Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market d) International Capital Budgeting: • Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV
4	Foreign Exchange Risk, Appraisal & Tax Management
	a) Foreign Exchange Risk Management: • Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation b) International Tax Environment: • Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities c) International Project Appraisal: • Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal

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Elective Courses (EC)

Group A: Finance Electives

2. Innovative Financial Services

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Traditional Financial Services	15
2	Issue Management and Securitization	15
3	Financial Services and its Mechanism	15
4	Consumer Finance and Credit Rating	15
Total		60

Objectives

SN	Objectives
1	To familiarize the learners with the fundamental aspects of various issues associated with various Financial Services
2	To give a comprehensive overview of emerging financial services in the light of globalization
3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services

SN	Modules/ Units
1	Introduction to Traditional Financial Services
	a) Financial Services: • Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework b) Factoring and Forfaiting: • Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems. c) Bill Discounting: • Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.
2	Issue Management and Securitization
	a) Issue Management and Intermediaries: • Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue b) Stock Broking: • Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading c) Securitization: • Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization
3	Financial Services and its Mechanism
	a) Lease and Hire-Purchase: • Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. • Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase. b) Housing Finance: • Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies

SN	Modules/ Units
	c) Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario
4	Consumer Finance and Credit Rating
	a) Consumer Finance: • Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance b) Plastic Money: • Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. • Smart Cards- Features, Types, Security Features and Financial Applications c) Credit Rating: • Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating

***Revised Syllabus of Courses of Bachelor of Management Studies
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Elective Courses (EC)

Group A: Finance Electives

3. Project Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Project Management & Project Initiation	15
2	Analyzing Project Feasibility	15
3	Budgeting, Cost & Risk Estimation in Project Management	15
4	New Dimensions in Project Management	15
Total		60

Objectives

SN	Objectives
1	The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management
2	To give a comprehensive overview of Project Management as a separate area of Management
3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management

SN	Modules/ Units
1	Introduction to Project Management & Project Initiation a) Introduction to Project Management: • Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management b) Organizational Structure (Project Organization): • Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. c) Project Initiation: • Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection • Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager • Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling
2	Analyzing Project Feasibility a) Project Feasibility Analysis: • Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility • Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility • SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) b) Market Analysis: • Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis c) Technical Analysis: • Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management d) Operational Analysis: • Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations

SN	Modules/ Units
3	Budgeting, Cost & Risk Estimation in Project Management
	a) Funds Estimation in Project: - Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance b) Risk Management in Projects: - What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) c) Cost Benefit Analysis in Projects - Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions
4	New Dimensions in Project Management
	a) Modern Development in Project Management: - Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning b) Project Monitoring & Controlling: - Introduction to Project Monitoring & Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle c) Project Termination & Solving Project Management Problems: - Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects

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**Elective Courses (EC)
Group A: Finance Electives**

4. Strategic Financial Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Dividend Decision and XBRL
	a) Dividend Decision: - Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) XBRL: - Introduction, Advantages and Disadvantages, Features and Users
2	Capital Budgeting and Capital Rationing
	a) Capital Budgeting: - Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. b) Capital Rationing: - Meaning, Advantages, Disadvantages, Practical Problems
3	Shareholder Value and Corporate Governance/Corporate Restructuring
	a) Shareholder Value and Corporate Governance: - Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India b) Corporate Restructuring: - Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.
4	Financial Management in Banking Sector and Working Capital Financing
	a) Financial Management in Banking Sector: - An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances b) Working Capital Financing: - Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach

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**Elective Courses (EC)
Group A: Finance Electives**

5. Financing Rural Development

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Rural Banking	10
2	Micro Finance	15
3	MSME Finance	10
4	Final Accounts of the Banking Companies	15
5	Risk Management in Rural Finance	10
Total		60

Objectives

SN	Objectives
01	To acquaint the learners with the concept of rural banking
02	To give an overview of micro finance and MSME finance
03	To study the provisions of final accounts of the Banking Companies
04	To understand risk management in rural finance

Sr. No.	Modules / Units
1	Rural Banking
	Rural India – Demographic Features, Characteristics of Rural Society, Economic Features, Infrastructure in Rural Areas, Agriculture Economy, Rural Issues and Rural Development Policies, Sources and Pattern of agriculture in India, Trends in Agricultural Finance. Institutional Framework – Regulation of Rural Financial Services, Rural Credit Institutions, Financing Agriculture/ Allied Activities, Financing Rural Non Farm Sector, Priority Sector Lending, Rural Housing and Education Loans. Rural Banking – Financial Needs of the Poor, Role of Rural Banking, Transaction Costs, Risk Costs, Financing Poor as Bankable Opportunities Micro Credit and Self Help Groups.
2	Micro Finance
	Introduction – Emergence of Microfinance, Definition, Meaning and Scope, Importance and Assumptions. Lessons from International Experience. Models – Models of Microfinance across the world, Portfolio Securitization, SHG-2, National Rural Livelihood Mission, Impact of Microfinance, Impact Assessment and Monitoring, Microfinance and Poverty Assessment Tools. Financial Products and Services – Objectives, Introduction, The role of MFI – Minimalist V/s Integrated, Financial services/ products, Non – Financial Services, Designing Microfinance Models, Liquidity Management, The Revenue Model of an MFI, Cost, Volume and Profit Analysis, Measuring Operating Efficiency and Productivity in MFI's, Factors affecting Operating Expenses, Operating Efficiency.
3	MSME Finance
	Institutional Framework – Central Government, NIMSME, Indian Institute of Entrepreneurship Guwahati, NIESBUD, NSIC, Organizations under the control of State Government, SIDBI, CGTMSE, SMERA, SSI Association in India, Changing Role of MSME Associations , Policy Orientation & Resource Allocation. Financing Options & Modes – Financing MSME, Why lend to MSME Sector, Debt Finance, Equity Finance, Options for Financing MSME's, Financial Products and their Access, Existing MSME Loan Products and their Nature, Common Guidelines for lending to MSME Sector, Factoring, Credit Process, Credit Assessment, Costs and Risks specific to MSME Lending, Risk Rating, Monitoring and Review of Lending.
4	Final Accounts of the Banking Companies
	Legal Provision in Banking Regulation Act, 1949 relating to Accounts. Statutory reserves including Cash Reserve and Statutory Liquidity Ratio. Bill purchase and discounted, Rebate of Bill Discounted. Final Accounts in prescribed form Non – performing assets and Income from non – performing assets, Classification of Advances, standard, sub – standard, doubtful and provisioning requirement.
5	Risk Management in Rural Finance
	An Introduction –Objectives, Introduction , Types of risks for MFI's, Risk Management Framework for MFI's Indicators of Credit Risk, Portfolio at Risk (PAR), Causes of high Credit Risk , Impact of Delinquencies, Managing Credit Risk, Transaction Risk, Process, System & Technology, Relationship and Portfolio Risk. Cash Planning and Co-ordination between Operation Manager and Finance Manager. Compliance to State Acts, Revised Guidelines on Priority Sector, Compliance to RBI Guidelines on NBFC – MFI's, Self Regulation.

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***Elective Courses (EC)
Group A: Finance Electives***

6. Indirect Taxes

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Indirect Taxation and GST	10
2	Concept of Supply	20
3	Registration and Computation of GST	20
4	Filing of Returns	10
Total		60

Objectives

SN	Objectives
01	To understand the basics of GST
02	To study the registration and computation of GST
03	To acquaint the students with filing of returns in GST

Sr. No.	Modules / Units
1	Introduction to Indirect Taxation and GST
	A. Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution) B. Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST. C. Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act) D. Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.
2	Concept of Supply
	A. Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act) B. Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval. C. Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act) D. Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)
3	Registration and Computation of GST
	A. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act) B. Computation of GST – Computation of GST under Inter State and Intra State Supplies. C. Payment of Tax- Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)
4	Filing of Returns
	A. Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)

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***Elective Courses (EC)
Group B: Marketing Electives***

1. Brand Management

Modules at a Glance

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

Objectives

SN	Objectives
1	To understand the meaning and significance of Brand Management
2	To Know how to build, sustain and grow brands
3	To know the various sources of brand equity

SN	Modules/ Units
1	Introduction to Brand Management
	a) Introduction to Brand Management: • Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
2	Planning and Implementing Brand Marketing Programs
	a) Planning and Implementing Brand Marketing Programs: • Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements • Integrating Marketing Programs and Activities • Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing • Product Strategy: Perceived Quality and Relationship Marketing • Pricing Strategy: Setting Prices to Build Brand Equity • Channel Strategy: Direct, Indirect Channels • Promotion Strategy: Developing Integrated Marketing Communication Programs • Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
3	Measuring and Interpreting Brand Performance
	a) The Brand Value Chain b) Measuring Sources of Brand Equity: • Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association • Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator d) Measuring Outcomes of Brand Equity • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis • Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology

4	Growing and Sustaining Brand Equity
	a) Designing & Implementing Branding Strategies: • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy • Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels • Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing b) Brand Extensions: • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity c) Managing Brands over Time: • Reinforcing Brands, Revitalising Brands d) Building Global Customer Based Brand Equity

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***Elective Courses (EC)
Group B: Marketing Electives***

2. Retail Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Retail Management- An overview	15
2	Retail Consumer and Retail Strategy	15
3	Merchandise Management and Pricing	15
4	Managing and Sustaining Retail	15
Total		60

Objectives

SN	Objectives
1	To familiarize the students with retail management concepts and operations
2	To provide understanding of retail management and types of retailers
3	To develop an understanding of retail management terminology including merchandize management, store management and retail strategy.
4	To acquaint the students with legal and ethical aspects of retail management
5	To create awareness about emerging trends in retail management

SN	Modules/ Units
1	Retail Management- An overview
	a) Retail Management: • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management b) Retail Formats: • Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations c) Emerging Trends in Retailing • Impact of Globalization on Retailing • I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario • Franchising: Meaning, Types, Advantages and Limitations, Franchising in India • Green Retailing • Airport Retailing
2	Retail Consumer and Retail Strategy
	a) Retail Consumer/Shopper: • Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers b) CRM in Retail: • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community c) Retail Strategy: • Meaning, Steps in Developing Retail Strategy, Retail Value Chain d) Store Location Selection: • Meaning, Types of Retail Locations, Factors Influencing Store Location e) HRM in Retail: • Meaning, Significance, Functions • Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store

SN	Modules/ Units
3	Merchandise Management and Pricing
	a) Merchandise Management • Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise b) Buying Function: • Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer c) Concept of Lifestyle Merchandising d) Private Label • Meaning, Need and Importance, Private Labels in India e) Retail Pricing • Meaning, Considerations in Setting Retail Pricing • Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing • Variable Pricing and Price Discrimination- Meaning Types: ▪ Individualized Variable Pricing/First Degree Price ▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing ▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination
4	Managing and Sustaining Retail
	a) Retail Store Operations: • Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) b) Store Design and Layout: • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics • Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning, Significance, Concept of Digital Signage • Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps

SN	Modules/ Units
	c) Visual Merchandising and Display: • Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising • The Concept of Planogram • Display- Meaning, Methods of Display, Errors in Creating Display d) Mall Management • Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management e) Legal and Ethical Aspects of Retailing • Licenses/Permissions Required to Start Retail Store in India • Ethical Issues in Retailing Career Options in Retailing

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Elective Courses (EC)

Group B: Marketing Electives

3. International Marketing

Modules at a Glance

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

Objectives

SN	Objectives
1	To understand International Marketing, its Advantages and Challenges.
2	To provide an insight on the dynamics of International Marketing Environment.
3	To understand the relevance of International Marketing Mix decisions and recent developments in Global Market

SN	Modules/ Units
1	Introduction to International Marketing & Trade a) Introduction of International Marketing: - Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization b) Introduction to International Trade: - Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC
2	International Marketing Environment and Marketing Research a) International Marketing Environment: - Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) - Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License. - Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) b) Marketing Research: - Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research
3	International Marketing Mix a) International Product Decision International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning

SN	Modules/ Units
	b) International Pricing Decision: • Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing • International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing • International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing • International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing c) International Distribution Decisions • Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel d) International Promotion Decisions • Concept of International Promotion Decision • Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness • Standardization V/S Adaptation of International Promotional Strategies • International Promotional Tools/Elements
4	Developments in International Marketing
	a) Introduction -Developing International Marketing Plan: • Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan b) International strategies: • Need for International Strategies, Types of International Strategies c) International Marketing of Services • Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture

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***Elective Courses (EC)
Group B: Marketing Electives***

4. Media Planning and Management

Modules at a Glance

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

Objectives

SN	Objectives
1	To understand Media Planning, Strategy and Management with reference to current business scenario.
2	To know the basic characteristics of all media to ensure most effective use of advertising budget.
3	To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

SN	Modules/ Units
1	Overview of Media and Media Planning
	a) Overview of Media and Media Planning: • Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning b) Media Research: • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey
2	Media Mix and Media Strategy
	a) Media Mix: • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix b) Media Choices: • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations c) Emerging Media: • Online, Mobile, Gaming, In flight, In Store, Interactive Media d) Media Strategy: • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.

SN	Modules/ Units
3	Media Budgeting, Buying & Scheduling
	a) Media Budget • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase • Importance of Media Budget. • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. b) Media Buying: • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback • Criteria in Media Buying c) Media Scheduling • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers

SN	Modules/ Units
4	Developments in International Marketing
	a) Media Measurement: • Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach • Television Metrics: Dairy v/s Peoplemeter,TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership • Radio Metrics: Arbitron Radio Rating • Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. • OOH Metrics: Traffic Audit Bureau (TAB) b) Benchmarking Metrics: • Share, Profile, and Selectivity Index c) Plan Metrics: • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). d) Evaluating Media Buys • Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships • Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. • Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys

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***Elective Courses (EC)
Group B: Marketing Electives***

5. Sports Marketing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Sports Marketing: Introduction, Environment & Research	15
2	The Sports Product, Pricing Strategies & Sponsorship	15
3	Promotion & Distribution Strategies in Sports Marketing	15
4	Legal aspects & Marketing of Major Sport Events	15
Total		60

Objectives

SN	Objectives
01	To equip the learner with an understanding of the business of sports marketing
02	To help the learner understand environmental factors influencing sports marketing
03	To help the learner understand components of marketing mix in the context of sports marketing
04	To understand legal aspects in sports marketing & franchising agreements

Sr. No.	Modules / Units
1	Sports Marketing: Introduction, Environment & Research
	Introduction to sports marketing: Sports marketing definition & characteristics, marketing myopia in sports, distinctive features of sports marketing, Model of sports Industry, Implementation of sports marketing programme Environment & Research in Sports Marketing: Environmental factors, individual factors, decision making for sports involvement, role of research in sports marketing: types of primary market research, common problems in sports marketing research
2	The sports Product, Pricing Strategies & Sponsorship
	The sports products: Core & extensions, key issues in sports products strategy, managing sports brands, brand equity: benefits & development, Sales: Definition, sales approaches used in sports, selling sports to the community Pricing strategies: The basics of pricing, core issues, factors affecting pricing Sponsorship: Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships
3	Promotion & Distribution Strategies in Sports Marketing
	Promotional strategies: Promotional concepts & practice, components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing & advertising. Media options in sports marketing, Distribution strategies: Placing core products & their extensions, the facility: marketing channels, the product-place matrix
4	Legal Aspects & Marketing of major Sport Events
	Cross impact among the 5Ps of sports marketing mix Legal aspects of sports marketing: Endorsement agreement, Player agreement, Franchise agreement & Sponsorship agreement Marketing of major sport events: Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament

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**Elective Courses (EC)
Group B: Marketing Electives**

6. Marketing of Non-Profit Organisation

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Non-profit Organization	15
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations	15
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations	15
4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations	15
Total		60

Objectives

SN	Objectives
01	This course introduces students to the challenges of marketing in the non-profit sector.
02	To understand the role and application of marketing to promote social change and to achieve social goals for non-profits organizations including social and cause related marketing, fundraising
03	To apply marketing in a diverse range of non-profit environments including charities, social programs and ideas, health, education, arts, as well as goods and services
04	To understand the advocacy v/s lobbying and the concept of CSR and the policy framework of CSR under the Companies Act of 2013

Sr. No.	Modules / Units
1	Introduction to Non-profit Organization
	a) Non-profit organization: Meaning of Non-Profit Organization, Features of non-profit organization, Characteristics of Non Profit marketing, Stakeholders in non-profit organization, Types of non-profit organization: Charities, newly emerging social enterprise sector, public sector, political parties and campaign organizations, classification of non-profit organizations, Social need: concept, social need as a basis for developing sustainable business model for a non-profit organization. b) Fundraising: meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations
	a) Segmentation, Targeting & Positioning of non-profit organizations: Strategic Marketing for Non-Profit Organization, Steps in Strategic Marketing of non-profit organization, Market Segmentation, Targeting & Positioning in non-profit organization b) Product mix & Pricing mix in non-profit organization: Budgeting, cost effective marketing mix, Cost Management, Product or offer in non-profit organization, level of offer in non-profit organization, Pricing Objectives in non-profit organizations, Pricing Strategies in non-profit organizations
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations
	a) Promotion Mix: Promotion of non-profit Organizations: Marketing Communication Strategies, Integrated Marketing Communication in nonprofit organizations, Image & reputation, Marketing Communication process, Marketing communication process, Role of Audience, message and vehicle in non-profit organization communication. Significance of place in non-profit organizations, Challenges for non-profit organizations in rural areas. b) Advocacy & Fund Raising in non-profit organization: Meaning, steps in building support for advocacy, advocacy tactics: lobbying, Coalition Building, outreach to media, educating policy makers on issues, educating public on policy issue, building relationship with policy maker. Distinctive characteristics of advocacy groups, Steps in crafting an advocacy plan, steps in engaging policy makers for lobbying, advocacy v/s lobbying, Evaluating advocacy. Fund Raising: meaning, Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.
4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations
	a) Corporate social responsibility: CSR, Importance of CSR, history and evolution of CSR, Policy framework for CSR in India, Section 135 of Companies Act 2013, Role of CSR committee on Boards Code of Ethics in non-profit organization, hierarchy of ethical values in non-profit organization, careers in CSR. b) Trends and Innovations: Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and their impact on corporate CSR, Challenges faced by non-profit organizations in India. c) Non-Governmental Organization (NGO): Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization & NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grassroot NGO, Mother NGO, National NGO, corporate NGO, Global NGO's

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Elective Courses (EC)

Group C: Human Resource Electives

1. HRM in Global Perspective

Modules at a Glance

SN	Modules	No. of Lectures
1	International HRM – An Overview	15
2	Global HRM Functions	15
3	Managing Expatriation and Repatriation	15
4	International HRM Trends and Challenges	15
Total		60

Objectives

SN	Objectives
1	To introduce the students to the study and practice of IHRM
2	To understand the concepts, theoretical framework and issues of HRM in Global Perspective
3	To get insights of the concepts of Expatriates and Repatriates
4	To find out the impact of cross culture on Human Resource Management
5	To provide information about Global Workforce Management
6	To study International HRM Trends and Challenges

SN	Modules/ Units
1	International HRM – An Overview
	a) International HRM – An Overview: • International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions • Difference between International HRM and Domestic HRM • Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric • Limitations to IHRM • Qualities of Global Managers • Organizational Dynamics and IHRM • Components of IHRM- Cross Cultural Management and Comparative HRM • Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers • Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM • Managing Diversity in Workforce • Dealing with Cultural Shock
2	Global HRM Functions
	a) Global HRM Functions: • International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce • International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation • HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training • International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management • Motivation and Reward System- Meaning, Benchmarking Global Practices • International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR

SN	Modules/ Units
3	Managing Expatriation and Repatriation
	a) Managing Expatriation and Repatriation • Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) • Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers • Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates
4	International HRM Trends and Challenges
	a) International HRM Trends and Challenges: • Emerging Trends in IHRM • Off Shoring – Meaning, Importance, Off Shoring and HRM in India • International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme • Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World • HR in MNCs – Industrial Relations in MNCs • Role of Technology on IHRM • IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM • Knowledge Management and IHRM

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Elective Courses (EC)

Group C: Human Resource Electives

2. Organisational Development

Modules at a Glance

SN	Modules	No. of Lectures
1	International HRM – An Overview	15
2	Global HRM Functions	15
3	Managing Expatriation and Repatriation	15
4	International HRM Trends and Challenges	15
Total		60

Objectives

SN	Objectives
1	To understand the concept of Organisational Development and its Relevance in the organisation
2	To Study the Issues and Challenges of OD while undergoing Changes
3	To get an Understanding of Phases of OD Programme
4	To Study the OD Intervention to meet the Challenges faced in the Organisation
5	To get an Insight into Ethical Issues in OD

SN	Modules/ Units
1	Organisational Development – An Overview
	a) Organisational Development – An Overview: • Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance • Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD • OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner • Emerging Trends in OD • OD in Global Setting
2	Organisational Diagnosis, Renewal and Change
	a) Organisational Diagnosis, Renewal and Change: • Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis • Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development • Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change • Change Agents- Meaning, Features, Types, Role, Skills required
3	OD Interventions
	a) Managing Expatriation and Repatriation • OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions • Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention • Techniques of OD Intervention : ▪ Traditional: Sensitive Training, Grid Training, Survey Feedback. ▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis • Evaluation of OD Interventions : Process, Types, Methods, Importance

SN	Modules/ Units
4	OD Effectiveness
	a) OD Effectiveness: • Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD • Values in OD – Meaning, Professional Values, Value Conflict and Dilemma • Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals • Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

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Elective Courses (EC)

Group C: Human Resource Electives

3. HRM in Service Sector Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Service Sector Management- An Overview	15
2	Managing Human Element in Service Sector	15
3	Issues and Challenges of HR in Service Sector	15
4	HRP Evaluation, Attrition, Retention & Globalization	15
Total		60

Objectives

SN	Objectives
1	To understand the concept and growing importance of HRM in service sector
2	To understand how to manage human resources in service sector
3	To understand the significance of human element in creating customer satisfaction through service quality
4	To understand the Issues and Challenges of HR in various service sectors

SN	Modules/ Units
1	Service Sector Management- An Overview
	a) Service Sector Management- An Overview: • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location • Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector • Service Organization - Importance of Layout and Design of Service Organization, Servicescape • Service Culture in Organization – Meaning, Developing Service Culture in Organization • Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model • Role of Service Employee • Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors • Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter
2	Managing Human Element in Service Sector
	a) Managing Human Element in Service Sector: • Human Element in Service Sector – Introduction, Role and Significance • The Services Triangle • Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict • Emotional Labour – Meaning, Strategies for Managing Emotional Labour • Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector • Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitations

SN	Modules/ Units
3	Issues and Challenges of HR in Service Sector
	a) Issues and Challenges of HR in Service Sector: • Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps • Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers • HRM in Public Sector Organizations and Non – Profit Sector in India • Issues and Challenges of HR in Specific Services: ▪ Business and Professional Services: Banking and Insurance, Legal, Accountancy ▪ Infrastructure: Roads, Railways, Power ▪ Public Services: Police, Defense, Disaster Management ▪ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ▪ Personnel Services: Education, Health Care, Hotels • Social and Charitable Services
4	HRP Evaluation, Attrition, Retention & Globalization
	a) HRP Evaluation, Attrition, Retention & Globalization: • Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector • Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model • Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success • Retaining the Best People in Service Sector – Including Employees in Company's Vision, Treat Employees as Customers, Measure and Reward String Service Performers • Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

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***Elective Courses (EC)
Group C: Human Resource Electives***

4. Workforce Diversity

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Workforce Diversity - An Overview	15
2	Workforce Diversity and HRM Functions	15
3	Strategies to Manage Diversity	15
4	Issues in Managing Diversity and Recent Trends	15
Total		60

Objectives

SN	Objectives
01	To understand the nature of workforce diversity
02	To familiarize the learners with the strategies to deal with work force diversity
03	To understand the impact of technology in managing workforce diversity
04	To be able to interlink between workforce diversity and HRM functions

Sr. No.	Modules / Units
1	Workforce Diversity - An Overview
	• Meaning of Workforce • Workforce Diversity - Meaning, Features and Significance • Dimensions of Workforce Diversity • Advantages and Limitations of having a diverse workforce • Positive and Negative effects of workforce diversity in workplace
2	Workforce Diversity and HRM Functions
	• Steps to Recruiting and Retaining a Diverse Workforce • Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance • Role of Recruiter in Hiring Diversified Workforce • Workforce Diversity – Key to Organizational Performance • Workforce Diversity as a Determinant of Sustainable Competitive Advantage
3	Strategies to Manage Diversity
	• Organizational Strategies for Managing Workforce Diversity –Workplace Inclusion Strategies through Corporate Leadership, Diversity Training and Mentoring • Diversity Management Programmes - Concept • Corporate Culture and Diversity at workplace • Techniques of Managing Work Force Diversity • Approaches to Diversity Management System
4	Issues in Managing Diversity and Recent Trends
	• Best Practices in Achieving Workforce Diversity • Diversity and Multi-culturism • Global workforce diversity management • Recent Trends of Diversity • Role of Technology in Handling Workforce Diversity • Workforce Diversity Management for Creativity and Innovation • Ethical and Legal Issues in Managing Diversity

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Elective Courses (EC)

Group C: Human Resource Electives

5. Human Resource Accounting & Auditing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Human Resource Accounting: An Overview	15
2	Methods and Human Resource Accounting Practices in India	15
3	Human Resource Audit: An Overview	15
4	HR Audit for Legal Compliance and Safe Business Practices	15
Total		60

Objectives

SN	Objectives
01	To understand the value of human resource in organizations
02	To understand the importance of Human Resource Accounting at National and International level
03	To familiarize with the Human Resource Accounting Practices in India
04	To familiarize the learners with the process and approaches of Human Resources Accounting and Audit
05	To understand the significance of Human Resource Auditing as a Tool of Human Resource Valuation

Sr. No.	Modules / Units
1	Human Resource Accounting: An Overview
	• Human Resource Accounting – Meaning, Need and Objectives of HR Accounting • Historical Development of Human Resource Accounting, • Cost of Human Resource - Acquisition Cost, Training and Development Cost and additional Cost • Benefits and Limitations of Human Resource Accounting • Reporting of Human Resource Accounting at National Levels • Disclosures at International Level
2	Methods and Human Resource Accounting Practices in India
	• Methods of Human Resource Accounting: 1. Cost of Production Approach - Concept i. Historical Cost Model – Meaning, Advantages and Limitations ii. Replacement Cost Model – Meaning, Advantages and Limitations iii. Opportunity Cost - – Meaning, Advantages and Limitations 2. Capitalized Earnings Approach - Concept i. Economic Value Model - Meaning, Advantages and Limitations ii. Capitalization of Salary - Meaning, Advantages and Limitations • Statutory Provisions governing HR accounts • Human Resource Accounting Practices in India
3	Human Resource Audit: An Overview
	• Human Resource Audit - Meaning, Features, Objectives of HR Audit • Benefits and limitations of HR Audit • Need and Significance of HR Audit • Process of HR Audit • Approaches of HR Audit • Principles of Effective HR Auditing • Role of HR Auditor • Methods of conducting HR Audit – Interview, Workshop, Observation, Questionnaire. • Components of HR Audit • HR Audit and Workforce Issues : Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System
4	HR Audit for Legal Compliance and Safe Business Practices
	• Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices • HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development Audit as an Intervention • Human Resource Audit and Business Linkages • Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting.

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Elective Courses (EC)

Group C: Human Resource Electives

6. Indian Ethos in Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Indian Ethos – An Overview	15
2	Work Ethos and Values	15
3	Stress Management	15
4	Indian Systems of Learning	15
Total		60

Objectives

SN	Objectives
1	To understand the concept of Indian Ethos in Management
2	To link the Traditional Management System to Modern Management System
3	To understand the Techniques of Stress Management
4	To understand the Evolution of Learning Systems in India

SN	Modules/ Units
1	Indian Ethos – An Overview
	a) Indian Ethos • Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices b) Management Lessons from Scriptures: • Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management
2	Work Ethos and Values
	a) Work Ethos: • Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos b) Values: • Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. • Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture
3	Stress Management
	a) Stress Management: • Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress b) Stress Management Techniques: • Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance c) Leadership: • Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta d) Motivation: • Meaning, Indian Approach to Motivation, Techniques

SN	Modules/ Units
4	Indian Systems of Learning
	a) Learning: Meaning, Mechanisms • Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages • Karma: Meaning, Importance of Karma to Managers, Nishkama Karma • Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma • Self-Management: Personal growth and Lessons from Ancient Indian Education System • Personality Development: Meaning, Determinants, Indian Ethos and Personality Development

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Core Course (CC)

5. Operations Research

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
3	Network Analysis	15
4	Job Sequencing and Theory of Games	15
Total		60

Objectives

SN	Objectives
1	To help students to understand operations research methodologies
2	To help students to solve various problems practically
3	To make students proficient in case analysis and interpretation

SN	Modules/ Units
1	Introduction to Operations Research and Linear Programming a) Introduction To Operations Research - Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. b) Linear Programming Problems: Introduction and Formulation - 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) c) Linear Programming Problems: Graphical Method - Maximization & Minimization Type Problems. (Max. Z & Min. Z) - Two Decision Variables and Maximum Three Constraints Problem - Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. - Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. d) Linear Programming Problems: Simplex Method - Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. - Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) - All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) - Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. Note: - Surplus Variable, Artificial Variable and Duality to be covered only at <u>Conceptual</u> level for Theory Questions only and not included in Numerical. - Sensitivity Analysis including Profit Range and Capacity Range is not included.

SN	Modules/ Units
2	Assignment and Transportation Models a) Assignment Problem – Hungarian Method • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included. b) Transportation Problems • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • <u>Initial Feasible Solution</u> (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and Δ) • <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS. Note: 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.

SN	Modules/ Units
3	Network Analysis
	a) Critical Path Method (CPM) • 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 b) Project Crashing • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing c) Program Evaluation and Review Technique (PERT) • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using tevalues of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • 'Prob. Z' Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. • Meaning, Objectives, Importance, Scope, RORO/LASH

SN	Modules/ Units
4	Job Sequencing and Theory of Games
	a) Job Sequencing Problem • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. b) Theory of Games • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: ▪ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.

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Reference Books

Reference Books
International Finance
• P G Apte, <i>International Financial Management</i>, 5th Edition, The McGraw Hill • Cheol . S. Eun & Bruce G. Resnick, <i>International Finance Management</i> • Maurice D. Levi, <i>International Finance – Special Indian Edition</i> • Prakash G. Apte, <i>International Finance – A Business Perspective</i> • V A. Aadhani, <i>International Finance</i>
Innovative Financial Services
• IM Pandey, <i>Financial Management</i>, Vikas Publishing House Ltd. • Khan M.Y., <i>Financial Services</i>, Mc Graw Hill Education. • Dr.S.Gurusamy, <i>Financial Services</i>, Vijay Nicole Imprints. • <i>Financial Market and Services</i>, E, Gordon and K. Natrajan, Himalaya Publishing House
Project Management
• Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling & Controlling</i> • Jack.R.Meredith & Samuel.J.Mantel, Jr., <i>Project Management – A Managerial Approach</i> • Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation & Control</i>
Strategic Financial Management
• C. Paramasivan& T. Subramanian, <i>Financial Management</i> • IM Pandey, <i>Financial Management</i> • Ravi Kishor, <i>Financial Management</i> • Khan & Jain, <i>Financial Management</i> • Van Horne & Wachowiz, <i>Fundamentals of Financial Management</i> • Prasanna Chandra, <i>Strategic Financial Management</i>
Financing Rural Development
• <i>Rural Banking – IIB Macmillan</i> • <i>MicroFinance Perspective and Finance - IIB Macmillan</i> • <i>MSME in India – Taxman</i>
Indirect Taxes
• <i>GST Bare Act 2017</i> • <i>GST Law & Practice - V.S Datey (6th Edition)</i> • <i>GST Laws – National Academy of Customs, Indirect Tax</i>
Brand Management
• Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> • Keller Kevin Lane, <i>Strategic Brand Management-2008</i> • Elliot, Richard, <i>Strategic Brand Management-2008</i> • Kapferer, Jean-Noel, <i>Strategic Brand Management-2000</i> • Kishen, Ram, <i>Strategic Brand Management- 2013</i> • Keller Kevin Lane, <i>Strategic Brand Management 4e-2015</i>

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Reference Books

Reference Books
Retail Management
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with effect from the Academic Year 2018-2019**

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with effect from the Academic Year 2018-2019**

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• C. Bhattacharjee: <i>Service Sector Management, An Indian Perspective</i>, Jaico Publishing House • Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: <i>Services Marketing</i>, Pearson • Christopher Lovelock: <i>Services Marketing, People, Technology, Strategy</i>, Pearson Education Asia • James A. Fitzsimmons, Mona J, Fitzsimmons: <i>Service Management, Operations, Strategy, Information Technology</i>, Tata McGraw – Hill • Zeithmal, Bitner, Gremler, Pandit: <i>Services Marketing</i>, Tata McGraw – Hill • Lovelock, Wirtz: <i>Services Marketing</i>, Pearson Education, 5th Edition • K. Rao: <i>Services Marketing</i>, Pearson Education • Ramneek Kapoor, Justin Paul, Biplab Halder: <i>Services Marketing</i>
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• Dessler Gary, <i>A Framework for Human Resource Management</i>, Pearson Publication, 7th Edition. • <i>Handbook of Research on Workforce Diversity in a Global Society</i>, edited by Scott, Chaunda L. • <i>Diversity in the Workforce: Current Issues and Emerging Trends</i> edited by Marilyn Y. Byrd, Chaunda L. Scott • <i>Managing Diversity: Human Resource Strategies for Transforming the Workplace</i> Ellen Ernst Kossek, Sharon A. Lobel • <i>Workforce Diversity Management: Challenges, Competencies and Strategies</i> - Bahaudin Mujtaba • <i>Handbook of Research on Organizational Culture and Diversity in the Modern</i>, edited by Christiansen, Bryan, Chandan, Harish C

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(BMS) Programme at Semester VI
with effect from the Academic Year 2018-2019
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• HR Audit : Evaluating the human resource functions for business improvement by T.V. Rao, Response Books • Eric G. Flamholtz, Human Resource Accounting, Springer • Jac Fitzenz, How To Measure Human Resource Management, McGraw Hill • Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing • M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications. • D. Prabakara Rao, Human Resource Accounting, Inter India Publications • Human Resource Management by Gary Dessler, Pearson Publications. • Rao, T.V. 2008. HRD Scorecard 2500, 1/e; New Delhi: Response Books • Udai Pareek and Rao T V (2003). Designing and Managing Human Resource
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University of Mumbai



Bachelor of Management Studies Programme Guidelines for Project Work at Third Year Semester VI

**Under Choice Based Credit, Grading and
Semester System**

(To be implemented from Academic Year 2018-2019)

Board of Studies-in-Business Management

Introduction

Inclusion of project work in the course curriculum of the Bachelor of Management Studies programme is one of the ambitious aspects in the programme structure. The main objective of inclusion of project work is to inculcate the element of research analyse and scientific temperament challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

- There are two modes of preparation of project work
 1. Project work based on research methodology in the study area
 2. Project work based on internship in the study area

Guidelines for preparation of Project Work

1. General guidelines for preparation of project work based on Research Methodology

- The project topic may be undertaken in any area of Elective Courses.
- Each of the learner has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be 80 to 100 pages

Format

1st page (Main Page)

Title of the problem of the Project

A Project Submitted to
University of Mumbai for partial completion of the degree of
Bachelor of Management Studies
Under the Faculty of Commerce

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main page)

On separate page

Index

Chapter No. 1	Title of the Chapter	Page No.
(sub point 1.1, 1.1.1, And so on)		

Chapter No. 2	Title of the Chapter
---------------	----------------------

Chapter No. 3	Title of the Chapter
---------------	----------------------

Chapter No. 4	Title of the Chapter
---------------	----------------------

Chapter No. 5	Title of the Chapter
---------------	----------------------

List of tables, if any, with page numbers.

List of Graphs, if any, with page numbers.

List of Appendix, if any, with page numbers.

Abbreviations used:

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

(Model Structure of the Project Work)

- **Chapter No. 1: Introduction**

In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- **Chapter No. 2: Research Methodology**

This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.

- **Chapter No. 3: Literature Review**

This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

- **Chapter No. 4: Data Analysis, Interpretation and Presentation**

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.

- **Chapter No. 5: Conclusions and Suggestions**

In this chapter of project work, findings of work will be covered and suggestion will be enlisted to validate the objectives and hypotheses.

Note: If required more chapters of data analysis can be added.

- **Bibliography**
- **Appendix**

On separate page

Name and address of the college

Certificate

This is to certify that Ms/Mr _____ has worked and duly completed her/his Project Work for the degree of Bachelor of Management Studies under the Faculty of Commerce in the subject of _____ and her/his project is entitled, “_____ *Title of the Project* _____” under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her/ his own work and facts reported by her/his personal findings and investigations.



Name and Signature of
Guiding Teacher

Date of submission:

On separate page

Declaration by learner

I the undersigned Miss / Mr. _____ *Name of the learner* _____ here by,
declare that the work embodied in this project work titled “ _____
_____ *Title of the Project* _____ ”,
forms my own contribution to the research work carried out under the guidance of
_____ *Name of the guiding teacher* _____ is a result of my own research work and has
not been previously submitted to any other University for any other Degree/ Diploma
to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly
indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and
presented in accordance with academic rules and ethical conduct.

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher

On separate page

Acknowledgment

(Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the **University of Mumbai** for giving me chance to do this project.

I would like to thank my **Principal**, _____for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator**_____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide _____ whose guidance and care made the project successful.

I would like to thank my **College Library**, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially **my Parents and Peers** who supported me throughout my project.

2. Guidelines for Internship based project work

- Minimum 20 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
- The theme of the internship should be based on any study area of the elective courses
- Experience Certificate is Mandatory
- A project report has to be brief in content and must include the following aspects:
 - **Executive Summary:**
A bird's eye view of your entire presentation has to be precisely offered under this category.
 - **Introduction on the Company:**
A Concise representation of company/ organization defining its scope, products/ services and its SWOT analysis.
 - **Statement and Objectives:**
The mission and vision of the organization need to be stated enshrining its broad strategies.
 - **Your Role in the Organisation during the internship:**
The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.
 - **Challenges:**
The challenges confronted while churning out theoretical knowledge into practical world.
 - **Conclusion:**
A brief overview of your experience and suggestions to bridge the gap between theory and practice.
- The project report based on internship shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be of minimum 50 pages

Evaluation pattern of the project work

The Project Report shall be evaluated in two stages viz.	
• Evaluation of Project Report (Bound Copy)	60 Marks
▪ Introduction and other areas covered	20 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	30 Marks
▪ Conclusion & Recommendations	10 Marks
• Conduct of Viva-voce	40 Marks
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks
▪ Overall Impression (including Communication Skill)	10 Marks

Note:

- *The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern*

Passing Standard

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.

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Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

**Question Paper Pattern
(Internal Assessment- Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	One class test (20 Marks)	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions (½ Mark each)	05 Marks
	Answer in One or Two Lines (Concept based Questions) (01 Mark each)	05 Marks
	Answer in Brief (Attempt Any Two of the Three) (05 Marks each)	10 Marks
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 Marks

B) Semester End Examination: 75 %

- i) Duration: The examination shall be of 2 ½ Hours duration
- ii) Theory question paper pattern
 - There shall be five questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

(Detail question paper pattern has been given separately)

❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Question Paper Pattern (Practical Courses)

Maximum Marks: 75

Questions to be set: 05

Duration: 2 1/2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A. Sub Questions to be asked 10 and to be answered any 08 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 Marks
Q-2	Full Length Practical Question OR	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question OR	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question OR	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	A) Theory questions B) Theory questions OR	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Question Paper Pattern (Theoretical Courses)

Maximum Marks: 75

Questions to be set: 05

Duration: 2 1/2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 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 Marks
Q-2	Full Length Question OR	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question OR	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question OR	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	A) Theory questions B) Theory questions OR	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.