

AC-09/04/2020

Item No- 5.2



**Rayat Shikshan Sanstha's
KARMAVEER BHAURAO PATIL COLLEGE, VASHI,
NAVI MUMBAI
(AUTONOMOUS COLLEGE)**

Sector-15-A, Vashi, Navi Mumbai-400703

Syllabus for T.Y.B.M.S

Program: Bachelor of Management Studies

Course: T.Y.B.M.S.

**(Choice Based Credit, Grading and Semester System with
effect from the academic year 2022-2023)**

Preamble of the Syllabus:

In this era of dynamic and rapidly changing global business environment, it is essential to develop competent managerial talent for making resources productive and achieving high levels of competitiveness in organizations. The Programme aims at developing students with effective human, technical and conceptual skills, along with comprehensive knowledge of the core functional areas of management like finance, marketing, human resource management etc. This Programme helps to create new frontiers of knowledge & standards of achievement to develop students as committed, responsible, ethical and active managers; honing their latent skills, sparking their curiosity, developing leadership qualities and the ability to influence and change their organization and society as a whole in a positive, significant and wholesome manner; thereby enabling them to reach their zenith of potentials.

Bachelor of Management Studies (BMS) Programme

(Choice Based Credit, Grading and Semester system)

PROGRAMME OUTCOMES OF UNDER GRADUATE PROGRAMME

Commerce graduate will able to:

- **Disciplinary Knowledge:** Built conceptual foundation and application skills in the area of accountancy, finance, management, research Marketing, Human Resource Management, Business and Corporate Law, economics, Finance, Accounting, Management, Tax, Investment, Insurance, and Banking seeking youth fit for Employment.
- **Communication Skills:** Communicate Long Standing Unsolved problems in commerce; and to show the importance of commerce in Socio- Economic Development.
- **Critical Thinking:** Apply the analytical and decision-making skills to various problems appearing in different branches of Commerce and Business.
- **Problem Solving:** Detect the problem originating in the diverse management areas such as Finance, Marketing, Human Resource, and Taxation; examine the problem, analyze and synthesize data and derive inferences to comprehend solutions to the problems.
- **Research related Skills:** Identify, formulate and analyze socio-economic and environmental problems to arrive at substantiated conclusions for sustainable development using the fundamental principles of various branches of Commerce and Business.
- **Digital literacy:** Use various technical ICT tools for exploring, analyzing and using the information for business purposes for global competency.
- **Analytical reasoning:** Develop disciplinary knowledge and tactical depth-ness, with a broader skill set and encourage them to seek out resolute, innovative solutions for dynamic business.
- **Moral & Ethical Awareness:** Ascertain Unethical Behaviour, falsification, and manipulation of information in business and managing self and various social systems.
- **Lifelong Learning:** Demonstrate knowledge and understanding of management principles and apply these to one's own profession / career. Capability to work independently in diverse projects and ensure detailed study of various facets Commerce and Business.
- **Leadership & Teamwork:** Work effectively with groups and individuals and take lead in implementation of plans in various fields of commerce and its allied sectors.
- **Environment and Sustainability:** Understand the impact of the professional accounting solutions in societal and environmental contexts, and demonstrate the knowledge of and need for sustainable development

Program specific objectives: By the end of the program, a student should be able to-

- Apply their knowledge and skills of management and technology in the planning, and supervision of works in related organizations.
- Solve problems critically, logically, creatively and analytically based on sound facts and ideas.
- Communicate effectively across a range of contexts and audiences.

TYBMS

(To be implemented from AcademicYear-2022-23)

Course Type	CourseCode	CourseTitle	Weekly Lecture (Hrs.)	Credits	CE	TE	Total
		Elective Finance					
EC	UGBMS501F	Investment Analysis & PortfolioMgmt	4	3	40	60	100
EC	UGBMS502F	Commodity and derivatives Market	4	3	40	60	100
EC	UGBMS503F	Wealth Management	4	3	40	60	100
EC	UGBMS504F	Risk Management	4	3	40	60	100
		Elective Marketing					
EC	UGBMS501M	Services Marketing	4	3	40	60	100
EC	UGBMS502M	E Commerce and digital marketing	4	3	40	60	100
EC	UGBMS503M	Sales and distribution management	4	3	40	60	100
EC	UGBMS504M	Customer Relationship Management	4	3	40	60	100
		Elective HR					
EC	UGBMS501H	Finance for HR professional and compensation management	4	3	40	60	100
EC	UGBMS502H	Strategic Human Resource Management and HR Policies.	4	3	40	60	100
EC	UGBMS503H	Performance Management And Career planning	4	3	40	60	100
EC	UGBMS504H	Industrial Relations	4	3	40	60	100
Core	UGBMS505	Logistic and supply chain management	4	4	40	60	100
Core	UGBMS506	Corporate Communication & PR	4	4	40	60	100
Total			24	20	240	360	600
		ElectiveFinance					
EC	UGBMS601F	International Finance	4	3	40	60	100
EC	UGBMS602F	Innovative Financial Services	4	3	40	60	100
EC	UGBMS603F	Project Management	4	3	40	60	100
EC	UGBMS604F	Strategic Financial Management	4	3	40	60	100

		Elective Marketing					
EC	UGBMS601M	Brand Management	4	3	40	60	100
EC	UGBMS602M	Retail Management	4	3	40	60	100
EC	UGBMS603M	International Marketing	4	3	40	60	100
EC	UGBMS604M	Media Planning and Management	4	3	40	60	100
		ElectiveHR					
EC	UGBMS601H	HR Min Global perspective	4	3	40	60	100
EC	UGBMS602H	Organizational Development	4	3	40	60	100
EC	UGBMS603H	HR Min Service sector management	4	3	40	60	100
EC	UGBMS604H	Human Resource Accounting & Audit	4	3	40	60	100
Core	UGBMS605	Operation Research	4	4	40	60	100
Core	UGBMS606	Project work	4	4	40	60	100
Total			24	20	240	360	600

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2022-23
Elective Courses (EC)
Group A: Finance Electives**

**UGBMS501F. 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

Course Outcome

1. Remember the factors of Investment. [1]*
2. Understand the concept of Dow Theory. [2]*
3. Apply Strategies of Portfolio Management. [3]*
4. Calculate yield to maturity. [4]*
5. Distinguish between Fundamental Analysis V/s Technical Analysis. [5]*
6. Facilitate Price Chart, Line Chart, Bar Chart, Japanese Candlestick Chart. [6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	2	1	-	1	-	-	3	-	2	-	1		3
CO2	2	2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	3	-	-	-	2	-	-	-	-	-	-	-	-	-
CO6	1	2	1	-	1	-	-	3	-	2	-	1	-	3

UnitNo	Syllabus	
1	Introduction to Investment Environment	15(13+2)
	<p>a) Introduction to Investment Environment</p> <ul style="list-style-type: none"> ● Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives <p>b) Capital Market in India</p> <p>Introduction, Concepts of Investment Banks its Role and Functions, StockMarket Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages ,Concepts of Small cap, Large cap, Mid cap and Penny stocks</p>	
2	Risk-Return Relationship	15(13+2)
	<p>a) Meaning, Types of Risk-Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.</p>	
3	Portfolio Management and Security	15(13+2)
	<p>a) Portfolio Management:</p> <p>Meaning and Concept ,Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</p> <p>b) Security Analysis:</p>	

	<p>Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis –Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, using Excel Software. Mathematical Indicators: Moving Averages, Oscillators.</p>
4	<p>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</p> <p>15(13+2)</p>
	<p>a) Theories: Dow Jones Theory, Elliott Wave Theory, Efficient Market Theory</p> <p>b) Capital Asset Pricing Model: Assumptions of CAPM, CAPME quotation, Capital Market Line, Security Market Line</p> <p>c) Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe’s Ratio (Basic Problems), Treynor’s Ratio (Basic Problems), Jensen’s Differential Returns (Basic Problems)</p>

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester V
with effect from the Academic Year 2022-23

Elective Courses (EC)
GroupA: Finance Electives

UGBMS502F .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

Course Outcome

1. Remember the history and origin of Commodities Market and Derivatives Market.(1)*
2. Understand the terminologies related to Commodities and Derivatives market.(2)*
3. Apply the Elements of a Derivative Contract.(3)*
4. Analyses the Trading in Derivatives Market.(4)*
5. Evaluate the Current Volumes of Derivative Trade in India.(5)*
6. Prepare the Structure of Commodities Market in India.

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	2	1	-	1	-	-	3	-	2	-	1		1
CO2	2	2	-	-	-	-	-	-	-	-	-	-	2	-
CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	3	-	-	-	2	-	-	-	-	-	-	-	-	-
CO6	1	2	1	-	1	-	-	3	-	2	-	1	-	3

UnitNo	Syllabus
1	Introduction to Commodities Market and Derivatives Market 15(13+2)
	<p>a) Introduction to Commodities Market: Meaning, History & Origin, Types of Commodities Traded, Structure of CommoditiesMarket in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities</p> <p>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.</p>
2	Futures and Hedging 15(13+2)

	<p>a) Futures:</p> <ul style="list-style-type: none"> ● Pricing of Futures Contract, Cost of Carry Model ● Case Studies related to Futures Contract. <p>b)Hedging: Speculation & Arbitrage using Futures, LongHedge–Short Hedge,Cash &</p> <ul style="list-style-type: none"> ● Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge
3	Options and Option Pricing Models 15(13+2)
	<p>a) Options:</p> <ul style="list-style-type: none"> ● 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 <p>b) Options Pricing Models:</p> <ul style="list-style-type: none"> ● Binomial Option Pricing Model, Black-Scholes Option Pricing Model
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk 15(13+2)

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

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2022-23
Elective Courses (EC) Group A: Finance
Electives
UGBMS503F. 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

Course Outcome

- 1.. Define on code of ethics of wealth manager.[1]*
2. Understand the relevance and importance of Insurance in wealth management. (2)*
3. Solve practical problems on Tax and Estate Planning. [3]*
4. Illustrate calculation on Human Life Value by using Belth Method. [4]*
5. Evaluate on Pension schemes and Annuities.[5]*
6. Prepare pre and post-retirement strategies. [6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	2	1	-	1	-	-	3	-	2	-	2	2	3
CO2	2	2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	3	-	-	-	2	-	-	-	-	-	-	-	-	-
CO6	1	2	1	-	1	-	-	3	-	2	-	1	-	3

UnitNo	Syllabus	
1	Introduction to Wealth Management	15(13+2)
	<p>a) Introduction To Wealth Management:</p> <ul style="list-style-type: none"> ● Meaning of W M, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients ,Code of Ethics for Wealth Manager <p>b) Personal Financial Statement Analysis:</p> <ul style="list-style-type: none"> ● Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management <p>c) Economic Environment Analysis:</p> <ul style="list-style-type: none"> ● Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent 	
2	Insurance Planning and Investment Planning	15(13+2)

	<p>a) Insurance Planning:</p> <ul style="list-style-type: none"> • Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance–Mediclaim –Calculation of Human Life Value–Belth Method/CPT <p>b) Investment Planning:</p> <ul style="list-style-type: none"> • 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	<p>Financial Mathematics/Tax and Estate Planning 15(13+2)</p>
	<p>a) Financial Mathematics:</p> <ul style="list-style-type: none"> • Calculation of Returns (CAGR, Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios • Examples of how to use Artificial Intelligence for financial services <p>b) Tax and Estate Planning:</p> <ul style="list-style-type: none"> • 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	<p>Retirement Planning/Income Streams & Tax Savings Schemes 15(13+2)</p>
	<p>a) Retirement Planning:</p> <ul style="list-style-type: none"> • 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 <p>b) Income Streams & Tax Savings Schemes:</p> <ul style="list-style-type: none"> • Pension Schemes, Annuities–Types of Annuities, Various Income Tax Savings Schemes

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2022-23
Elective Courses (EC)
Group A: Finance Electives
UGBMS504F .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

Course Outcome

1. Describe the concept of Risk Avoidance.[1]*
2. Understand the range of Stakeholders [2]*
3. Apply Nature of risk assurance, reports and challenges of risks.[3]*
4. Analyze difference between Risk Management v/s ERM.[4]*
5. Evaluate comprehensively risk governance and assurance with special reference to the insurance sector. (5)*
6. Design Risk Management & Risk Measures.[6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	2	1	-	1	-	-	3	-	2	-	2	2	3
CO2	2	2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	3	-	-	-	2	-	-	-	-	-	-	-	-	-
CO6	1	2	1	-	1	-	-	3	-	2	-	1	-	3

Unit No	Syllabus	
1	Introduction, Risk Measurement and Control	15(13+2)
	<p>a)Introduction, Risk Measurement and Control</p> <ul style="list-style-type: none"> ● Definition, Risk Process, Risk Organization, KeyRisks –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 ● Principles of Risk- Alpha, Beta, Rsquared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures–Simulation Method, ● Duration Analysis, Linear another Statistical Techniques for Internal Control 	
2	Risk Avoidance and ERM	15(13+2)

CO6	1	2	1	-	1	-	-	3	-	2	-	1	-	3
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Unit No	Syllabus	
1	Introduction of Services Marketing	15(13+2)
	<ul style="list-style-type: none"> ● Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services ● Role of Services in Modern Economy, Services Marketing Environment ● Goods vs.Services Marketing, Goods Services Continuum ● Consumer Behavior, Positioning a Service the Market Place ● Variations of Customer Involvement, ● Type of Contact: High Contact Services and Low Contact Services 	
2	Key Elements of Services Marketing Mix	15(13+2)
	<ul style="list-style-type: none"> ● The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting ● Branding Services– Problems and Solutions ● Options for Service Delivery 	
3	Managing Quality Aspects of Services Marketing	15(13+2)
	<ul style="list-style-type: none"> ● Improving Service Quality and Productivity ● Service Quality–GAP Model, Benchmarking, Measuring Service Quality-Zone of Tolerance and Improving Service Quality ● The SERVQUAL Model ● Service Recovery Strategy-Types, Impact and Cause of Failure. ● Demand And Capacity Alignment 	
4	Marketing Services	15(13+2)

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| | <ul style="list-style-type: none">● International Global Strategies In ServicesMarketing:Services in the Global Economy-Moving from Domestic To Transnational Marketing● Factors FavoringTransnationalStrategy● GlobalEconomy-National & International (Comparative)● Recent Trends in Marketing Services:Tourism, Hospitality, Healthcare ,Banking, Insurance, Education, IT and Entertainment Industry, Problems and Prospects |
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CO3	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	3	-	-	-	2	-	-	-	-	-	-	-	-	-
CO6	1	2	1	-	1	-	-	3	-	2	-	1	-	3

UnitNo	Syllabus
1	Introduction to E-commerce 15(13+2)
	<ul style="list-style-type: none"> ● Ecommerce- Meaning, Features of E-commerce, Categories of E Commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce ● 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 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 15(13+2)
	<ul style="list-style-type: none"> ● E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business ● Important Concepts on 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 15(13+2)
	<ul style="list-style-type: none"> ● Issues Relating to Privacy and Security in E-Business ● Electronic Payment Systems: Features, Different Payment Systems : DebitCard, Credit Card, Smart Card, E-Cash, E-Cheque, E-wallet and Electronic Fund Transfer. ● Spamming and Phishing Lead Generation. ● 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
4	Digital Marketing 15(13+2)

	<ul style="list-style-type: none">● 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 SocialMedia platforms. <p>Online Advertisement, Online Marketing Research, Online PR Web Analytics</p> <ul style="list-style-type: none">● PromotingWeb Traffic● Latest developments and Strategies in Digital Marketing.
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Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2022-23
Elective Courses (EC) Group B: Marketing Electives
UGBMS503 M. 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

UnitNo	Syllabus
1	Introduction 15(13+2)

	<p>a)Sales Management:</p> <ul style="list-style-type: none"> ● Meaning, Role of Sales Department, Evolution of Sales Management ● Interface 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, Activities which give practical exposure of Luxury Product Sales. ● Territory Based,Combination or HybridStructure <p>b)Distribution Management:</p> <ul style="list-style-type: none"> ● Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. <p>c)Integration of Marketing, Sales and Distribution</p>
2	Market Analysis and Selling 15(13+2)
	<p>a)Market Analysis:</p> <ul style="list-style-type: none"> ● Market Analysis and Sales Forecasting, Methods of Sales Forecasting ● Types of Sales Quotas– Value Quota, Volume Quota, Activity Quota,Combination Quota ● Factors Determining Fixation of Sales Quota ● Assigning Territories to Sales people <p>b)Selling:</p> <ul style="list-style-type: none"> ● Process of Selling, Methods of Closing Sale, Reasons for Unsuccessful Closing ● Theories of Selling–Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory ● Objection Handling Skills, Theories of Persuasion. ● Selling Strategies – Soft sell Vs. Hard sell Strategy, Client Centered Strategy, Product-PriceStrategy, Win-WinStrategy, Negotiation Strategy ● Difference Between Consumer Selling and Organizational Selling ● Difference Between National Selling And InternationalSelling
3	Distribution Channel Management 15(13+2)

	<ul style="list-style-type: none"> ● Management of Distribution Channel–Meaning & Need ● Channel Partners Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and 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 <p>Channel Conflicts: Meaning, Types–Vertical, Horizontal, Multichannel, Reasons forChannelConflict</p> <ul style="list-style-type: none"> ● Resolution of Conflicts:Methods–Kenneth Thomas’s Five Styles of Conflict Resolution ● Motivating Channel Members
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	<ul style="list-style-type: none"> ● Selecting Channel Partners ● Evaluating Channels ● Channel Control
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4	Performance Evaluation, Ethics and Trends	15(13+2)
	<p>a)Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> ● Sales Performance–Meaning ● Methods of Supervision and Control of Sales Force ● Sales Performance Evaluation Criteria-KeyResult Areas(KRAs) ● Sales Performance Review ● Sales Management Audit <p>b) Measuring Distribution Channel Performance:</p> <ul style="list-style-type: none"> ● Evaluating Channels-Effectiveness, Efficiency and Equity ● Control of Channel–Instruments of Control–Contractor Agreement, Budgets and Reports, Distribution Audit <p>c)New Trends in Sales and Distribution Management</p>	

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester V

with effect from the Academic Year 2022-23

Elective Courses (EC) Group B: Marketing Electives

UGBMS504M. 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

Course Outcome

1. Define the concepts like Cross-Selling and Up-Selling.[1]*
2. Understand Customers: Customer Value, Customer Care [2]*
3. Illustrate Service Level Agreements [3]*]
4. Analyse Online Analytical Processing (OLAP) [4]*
5. Evaluate trends in CRM.[5]*
- 6.. Create websites, web designing [6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	2	1	-	1	-	-	3	-	2	-	2	2	3

UnitNo	Syllabus
1	Introduction to Customer Relationship Management 15(13+2)
	<ul style="list-style-type: none"> ● Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners ● Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments Components of CRM: Information, Process, Technology and People ,Barriers to CRM ● Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges
2	CRM Marketing Initiatives, Customer Service and Data Management 15(13+2)
	<ul style="list-style-type: none"> ● CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing ● CRM and Customer Service: Call Center Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Work force 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), Click stream Analysis, Personalisation and Collaborative Filtering, Data Reporting
3	CRM Strategy, Planning, Implementation and Evaluation 15(13+2)
	<ul style="list-style-type: none"> ● Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits ● Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy ● Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation ,Sales Process /Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management ● CRM Implementation: Steps-Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement ● CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction And Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change
4	CRM New Horizons 15(13+2)

	<ul style="list-style-type: none">● e-CRM: Concept, Different Levels of E-CRM, Privacy in E-CRM:● Software App for Customer Service:● Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling● Social Networking and CRM● Mobile-CRM● CRM Trends Challenges and Opportunities and Ethical Issues in CRM
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Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester V

with effect from the Academic Year 2022-23

Elective Courses (EC)

Group C: Human Resource Electives

UGBMS501H. Finance for HR Professionals and Compensation Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Compensation Plan 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

Course Outcome

1. Define the Legal Framework of Compensation in India [1]*
2. Understand the Technology and Incentives. Prerequisites. [2]*
3. Apply Compensation Tools of Job based and Skill based [3]*
4. Analyse the Factors contributing to Wage Differentials [4]*
5. Evaluate the Employee Compensation Act [5]*
6. Creating Elements of a Good Wage Plan. [6]*

UnitNo	Syllabus
1	Compensation Plan and HR Professionals 15(13+2)
	<ul style="list-style-type: none"> ● 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 3Ps Compensation Concept, Benefits 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 15(13+2)
	<ul style="list-style-type: none"> ● 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 15(13+2)
	<ul style="list-style-type: none"> ● 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 15(13+2)

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| | <ul style="list-style-type: none">● 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.● POSH Sexual Harassment Act● 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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UnitNo	Syllabus
1	SHRM-AnOverview 15(13+2)
	<ul style="list-style-type: none"> ● 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 15(13+2)
	<ul style="list-style-type: none"> ● Developing HR Strategies SupportOrganizational Strategies, Resourcing Strategy– Meaning and Objectives, Strategic HR Planning–Meaning, Advantages, InteractionbetweenStrategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection–Meaning and Need,Strategic HumanResource 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 15(13+2)

	<ul style="list-style-type: none"> ● 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 HRM 15(13+2)
	<ul style="list-style-type: none"> ● 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, and Benefits of Competencies for Effective Execution of HRM Functions. <p>Human Capital</p> <ul style="list-style-type: none"> ● 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.

UnitNo	Syllabus
1	Performance Management –AnOverview 15(13+2)
	<ul style="list-style-type: none"> ● 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 15(13+2)
	<ul style="list-style-type: none"> ● Performance Planning–Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking ● Performance Management–Meaning, Objectives, Process ● Performance Appraisal–Meaning, Approaches of Performance Appraisal–Trait Approach, Behavior Approach, Result Approach <ul style="list-style-type: none"> ● 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 15(13+2)
	<ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● 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,and Contribution related pay.
4	Career Planning and Development 15(13+2)

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| | <ul style="list-style-type: none">● 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 Millenium Gen Z Career Model● New Organizational Structures and Changing Career Patterns |
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UnitNo	Syllabus
1	Industrial Relations-An Overview 15(13+2)
	<ul style="list-style-type: none"> ● 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 IR in India, Impact of Liberalization, Privatization and Globalization On Industrial ● Relations, Issues and Challenges of industrial relations India
2	Industrial Disputes 15(13+2)
	<p>a)Industrial Disputes:</p> <ul style="list-style-type: none"> ● 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 <p>b) Employee Discipline:</p> <ul style="list-style-type: none"> ● Meaning, Determinants, Causes of In discipline Code of Discipline and its Enforcement. <p>c) Grievance Handling:</p> <ul style="list-style-type: none"> ● Meaning of Grievances Causes of Grievances, Guidelines for Grievance Handling, and Grievance Redressal ProcedureinIndia. ● Case Studies regarding Grievance handling under different types. <p>d) Workers'ParticipationinManagement:</p> <p>Meaning and Types with Respect to India</p>
3	Trade Unions and Collective Bargaining 15(13+2)
	<p>a) Trade Unions:</p> <ul style="list-style-type: none"> ● 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 Trade Unions,Rights and Privileges of Registered Trade Unions, Impact of Globalization on Trade Unions in India, Central Organisations of Indian Trade Unions: INTUC,AITUC,HMS, UTUC, Problems of Trade Unions India. <p>b) CollectiveBargaining:</p> <ul style="list-style-type: none"> ● 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.

4	Industrial Relations Related Laws India	15(13+2)
	<ul style="list-style-type: none">● Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal● The Trade Unions Act, 1926;● The Industrial Employment (StandingOrders) Act, 1946;● The Industrial Disputes Act, 1947;● The Factories Act, 1948● The Minimum Wage Act,1948	

UnitNo	Syllabus	
1	Overview of Logistics and Supply Chain Management	15(13+2)
	<p>a) Introduction to Logistics Management</p> <ul style="list-style-type: none"> ● Meaning, Basic Concepts of Logistics-Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Reverse Logistics And Green Logistics ● Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p>b) Introduction to Supply Chain Management</p> <ul style="list-style-type: none"> ● Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p>c) Customer Service: Key Element of Logistics</p> <ul style="list-style-type: none"> ● Meaning of Customer Service, Objectives, Elements, Levels Of Customer Service, Rights of Customers <p>d) Demand Forecasting</p> <ul style="list-style-type: none"> ● Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average) 	
2	Elements of Logistics Mix	15(13+2)
	<p>a) Transportation</p> <ul style="list-style-type: none"> ● Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation-Railways, Roadways, Airways, Waterways, Ropeways, ● Pipeline, Transportation Infrastructure, Intermodal Transportation <p>b) Warehousing</p> <ul style="list-style-type: none"> ● Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p>c) Packaging</p> <ul style="list-style-type: none"> ● Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design ● Considerations in Packaging, Types of Packaging Material, Packaging Costs E-commerce Logistics 	
3	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15(13+2)

a) Inventory Management

☐ Meaning, Objectives, Functions, Importance,

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

	<p>d) Logistical Network Analysis</p> <ul style="list-style-type: none"> ● Meaning, Objectives, Importance, Scope, RORO/LASH 	
4	<p>Recent Trends in Logistics and Supply Chain Management</p>	15(13+2)
	<p>a) Information Technology in Logistics</p> <ul style="list-style-type: none"> ● Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, ● Logistical Information Functionality, Information Technology Infrastructure <p>b) Modern Logistics Infrastructure</p> <ul style="list-style-type: none"> ● Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Freight Loading, Maritime Logistics, Double Stack Containers/ Unit Trains ● Tracking, IT in Logistics. <p>c) Logistics Outsourcing</p> <ul style="list-style-type: none"> ● 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 ● Custom Booking, Cargo Machines, Insurance. <p>d) Logistics in the Global Environment</p> <ul style="list-style-type: none"> ● 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 	

Unit No	Syllabus
1	Foundation of Corporate Communication 15(13+2)
	<p>a) Corporate Communication: Scope and Relevance</p> <ul style="list-style-type: none"> ☐ Introduction, Meaning, Scope, Corporate Communication in India, Need/Relevance of Corporate Communication in Contemporary Scenario <p>b) Keys concept in Corporate Communication</p> <ul style="list-style-type: none"> ☐ Corporate Identity:Meaning and Features,Corporate Image:Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation <p>c) Ethics and Law in Corporate Communication</p> <ul style="list-style-type: none"> ☐ Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI ☐ Good Corporate Behavior. ☐ Content Writing ☐ Corporate BlogWriting. ☐ E Internal Communication.
2	Understanding Public Relations 15(13+2)
	<p>a) Fundamental of Public Relations:</p> <ul style="list-style-type: none"> ● Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business <p>b) Emergence of Public Relations:</p> <ul style="list-style-type: none"> ● Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations <p>c) Public Relations Environment</p> <ul style="list-style-type: none"> ● Introduction, Social and Cultural Issues ,Economic Issues ,Political Issues ,Legal Issues ● Press Release - International, Entertainment,Sports.
3	Functions of Corporate Communication and Public Relations 15(13+2)

Media Relations:

Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations, Internal Branding

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, Case Study

d) Financial Communication:

Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising

4	Emerging Technology in Corporate Communication and Public Relations 15(13+2)
	<p>a) Contribution of Technology to Corporate Communication</p> <ul style="list-style-type: none"> ● 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 ● Corporate Communication on content Writing on Social Platform <p>b) Information Technology in Corporate Communication</p> <ul style="list-style-type: none"> ● Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation <p>c) Corporate Blogging</p> <ul style="list-style-type: none"> ● Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

Syllabus of Courses of Bachelor of Management Studies (BMS)
Program meat SemesterV
With effect from the Academic Year
2022-23 Reference Books

<i>Reference Books</i>
Investment Analysis & Portfolio Management
<ul style="list-style-type: none"> ● Kevin.S,Security Analysis and Portfolio Management ● Donald Fischer & RonaldJordon ,Security Analysis & Portfolio Management ● Prasanna Chandra, Security Analysis & Portfolio Management ● Sudhindhra Bhatt,Security Analysis and Portfolio Management.
Commodity & Derivatives Market
<ul style="list-style-type: none"> ● JohnC.Hull & Basu-Futures, options & other derivatives ● Robert McDonald, Derivatives market, Pearson education ● John Hull, Fundamentals of futures & options ● Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzing stock publishing house ● K.Sasidharan & Alex K.Mathews, Option trading–bull market strategies, Mc Graw Hill publication ● Niti Chatnani, Commodity markets ,McGraw Hill Publication ● S.Kevin,Commodities & financial derivatives ,PHI learning Pvt ltd ● Suni KParneswaran, Futures & options ,McGraw Hill
Wealth Management
<ul style="list-style-type: none"> ● Harold Evensky, Wealth Management, McGraw Hill Publication ● NCFM, CFP, IIBF, etc,Wealth Management modules ● Harold Even sky,Theme wealth Management,CFA Institute Investment Series Publication
Risk Management
<ul style="list-style-type: none"> ● Thomas S.Coleman,Quantitative Risk Management: APractical Guide to Financial Risk ● Steve Peterson,Investment Theory and Risk Management ● Risk Management ,M/sMacmillan India Limited ● Theory & Practice of Treasury Risk Management :M/s Taxmann Publications Ltd. ● Sim Segal, Corporate Value of ERM ● Dr.GK ot reshwar,Risk Management: Insurance and Derivatives ,Himalaya Publishing House

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

<i>Reference Books</i>
Services Marketing
<ul style="list-style-type: none"> ● Valarie A.Zeuhaml & Mary Jo Bitner,Service Marketing,Tata Mcg raw Hill,6thEdition ● Christoper Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy ● –A South Asian Perspective, Pearson Education,7th Edition ● Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing - Concepts And Practices, Mcgraw Hill, 2011 ● Harsh V.Verma, Services Marketing Text & Cases, Pearson Education, 2ndEdition ● K.Ram Mohan Rao,Services Marketing, Pearson Education,2nd Edition,2011 ● C.Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008 ● Govind Apte, Services Marketing, Oxford Press, 2004
E-Commerce & Digital Marketing
<ul style="list-style-type: none"> ● D Nidhi, E-Commerce Concepts and Applications,,Edn2011,International BookhouseP.ltd ● Bajaj Kamlesh K,E-Commerce-The Cutting Edge of Business ● Whiteley David,E-Commerce Technologies and Applications -2013 ● E- Business & E -Commerce Management 3rd Ed,Pearson Education ● Kalokota& Rob inson, E-Business 2.0 Roadmap for Success,Pearson Education ● Elias M.Awad,Electronic Commerce,3rdEdition,Pearson Education ● ErfanTurbanet.al,Electronic Commerce- AManagerial Perspective, Pearson Education ● R.Kalakota ,Andrew V .Winston,Electronic Commerce - A Manger's Guide,Pearson Education ● Tripathi ,E-Commerce,Jaico Publishing House, Mumbai, Edn.2010.
Sales & Distribution Management
<ul style="list-style-type: none"> ● A.Nag,Sales And Distribution Management ,Mcgraw Hill 2013 Edition ● Richard R.Still,Edward W.Cundiff ,Norman A.P.Govoni, Sales Management, Pearson Education,5th Edition ● Krishna K.Havaldar, Vasant M.Cavale, Sales And Distribution Management–Text & Cases ,Mcgraw Hill Education,2nd Edition,2011 ● Dr.MatinKhan, Sales And Distribution Management, ExcelBooks, 1stEdition ● Kotler Armstrong, Principles Of Marketing–South Asian Perspective ,Pearson

Education,13th Edition

Customer Relationship Management

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy ,Routledge Taylor & Francis Group.
 - Anderrson Kristinand Carol Kerr(2002), Customer Relationship Management, Tata McGraw-Hill.
 - Ed Peelen,Customer Relationship Management,Pearson Education
 - Bhasin Jaspreet Kaur(2012),Customer Relationship Management, Dreamtech Press.
 - JudithW.Kincaid(2006), Customer Relationship Management Getting it Right, Pearson Education.
 - Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
 - Valarie A Zeithmal,MaryJo Bitner,Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
 - Urvashi Makkarand Harinder Kumar Makkar(2013), CRM Customer Relationship Management, McGraw Hill Education.
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Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
With effect from the Academic Year 2022-23
Reference Books

<i>Reference Books</i>
Finance for HR Professionals & Compensation Management
<ul style="list-style-type: none"> ● Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition ● Mick Marchington and Adrian Wilkinson, Human Resource Management at Work – People Management Development-IIIrd Edition, ● Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers ● Gary Dessler, Framework For HRM, 3rd Edition, Pearson Education ● Aswathappa, Human Resource Management ● Luis.R.Gomez, David.B.Balkin, Robert.L.Cardy, Managing Human Resources – IVth Edition, (Eastern Economy Edition) ● Milkovich, George T, Newman J.M, Compensation, Tata Mc Graw Hill. ● Henderson, R.O, Compensation Management, Pearson Edition. ● BD Singh, Compensation and Reward Management, Excel Books. ● Karen Permanent, Joe Knight, Financial Intelligence for HR Professionals ● Sharma A.M, Understanding Wage system, Himalaya Publishing House, Mumbai.
Strategic Human Resource Management & HR Policies
<ul style="list-style-type: none"> ● Michael Armstrong, Angela Baron, Handbook Of Strategic HRM, Jaico Publishing House ● Armstrong M.-Strategic Human Resource Management_A Guide to Action(2006) ● Strategic Human Resource Management, Tanuja Agarwal ● Strategic Human Resource Management, Jeffrey A.Mello ● Gary Dessler, Human Resource Management, PHI, New Delhi, 2003 ● Charles R.Greer, Strategic Human Resource Management, Pearson Education, 2003 ● Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, New Delhi, 2008

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.
 - Devinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.
 - A.S.Kohli, T.Deb, Performance Management, Oxford University Press.
 - Herman Agnis, Performance Management, Second edition, Pearson Education.
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Industrial Relations

- Davar RS: Personnel Management and Industrial Relations India
- MamoriaCB: Industrial Relations
- Charles Myers:Industrial Relations in India
- Arun Monappa: Industrial Relations
- Sharma AM:Industrial Relations
- Ahuja KK:Industrial Relations Theory and Practice
- C.S.Venkata Ratnam:Globalization and Labour-Management Relations
- Srivastava KD:Laws Relating to Trade Unions and Unfair Labour Practice
- A.M.Sarma:A conceptual and legal framework
- Farnham, David and John Pimlot ,Understanding Industrial Relations, London: Cassell
- Ratana Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi,2009.
- C.S.Venkata Ratnam,Globalization and Labour Management Relations, Response Books, 2010.
- Srivastava, IndustrialRelations and Labour Laws,Vikas, 6th edition, 2012.
- P.RN.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, NewDelhi.
- Sinha, P.R.N.,Sinha, Indu Bala Shekhar,Seema Priyadarshini Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.

Logistics and Supply Chain Management

- David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain-Concepts,Strategies and Case Studies Logistics
- Donald Waters, An Introduction to Supply Chain
- Martin Christopher, Logistics & Supply Chain Management-Strategies for Reducing Cost & Improving Services
- Vinod Sople, Logistic Management-The Supply Chain Imperative
- Donald J Bowersox & David J Closs, Logistic Management-The Integrated Supply Chain Process
- Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding The SupplyChain
- Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education
- Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management-Pearson

- Donald Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management-The McGraw Hill Companies

Corporate Communication & Public Relations

- Richard R.Dolphin, The Fundamentals of Corporate Communication
 - Joep Cornelissen, Corporate Communications: Theory and Practice
 - James L.Horton, Integrating Corporate Communication:The Cost Effective Use of Message Medium
 - Sandra Oliver,Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
 - Rossella Gambetti, Stephen Quigley, Managing Corporate Communication
 - JosephFernandez, Corporate Communications: A 21stCentury Primer
 - C.B.M.vanRiel,ChrisBlackburn, Principles of Corporate Communication
 - Jaishri Jethwaney, Corporate Communication: Principles and Practice
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Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23

Elective Courses (EC) GroupA: Finance

Electives

UGBMS601F. 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

Course Outcome

1. State the Goals of International Finance (1)
2. Illustrate the Balance of Payment (2)
3. Solve Forward Quotation (3)
4. Compare FERA and FEMA (4)
5. Evaluate Interest Rate Arbitrage (5)
6. Discover the factors affecting Exchange Rate (6)

	CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1			-		-	-		1		1			2	3
CO2	1		-	-	1	1	-	-	-	-	-		-	-	-

CO3	-	-	2	-	-	-	-	-	-	1	-	1		-	-
CO4	-		2	2	-	-	1	-	-	-	-			-	-
CO5	3	1	-	-		-	-	1	-	-	-			-	-
CO6	-	-	-	-	-	-	-	1	-	-	-			-	-

UnitNo	Syllabus
1	<p style="text-align: center;">Fundamentals of International Finance 15(13+2)</p>
	<p>a) Introduction to International Finance:</p> <ul style="list-style-type: none"> ● Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance <p>b) International Monetary Systems:</p> <ul style="list-style-type: none"> ● Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System <p>c) An introduction to Exchange Rates:</p> <ul style="list-style-type: none"> ● Foreign Bank Note Market, Spot Foreign Exchange Market ● Exchange Rate Quotations <ul style="list-style-type: none"> ▪ Direct & Indirect Rates ▪ Cross Currency Rates ▪ Spread & Spread% ● Factors Affecting Exchange Rates
2	<p style="text-align: center;">Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives 15(13+2)</p>
	<p>a) Foreign Exchange Markets:</p> <ul style="list-style-type: none"> ● Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations Arbitrage, Forward Quotations (Annualized Forward Margin)

	<p>b) International Parity Relationships & Foreign Exchange Rate:</p> <ul style="list-style-type: none"> ● Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates Domestic & Offshore Markets, Money Market Instruments) <p>c) Currency & Interest Rate Futures:</p> <ul style="list-style-type: none"> ● Introduction to Currency Options (Option Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India
3	<p>World Financial Markets & Institutions & Risks 15(13+2)</p>
	<p>a) Euro Currency Bond Markets:</p> <ul style="list-style-type: none"> ● Introduction to Euro Currency Market ,Origin of Euro Currency Market ,EuroBond Market (Deposit, Loan, Notes Market),Types of EuroBonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation Of Euro BondMarket <p>b) International Equity Markets & Investments:</p> <ul style="list-style-type: none"> ● Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, DepositoryReceipts–ADR,GDR,IDR <p>c) International Foreign Exchange Markets:</p> <ul style="list-style-type: none"> ● Meaning of International Foreign Exchange Market, FERAv/sFEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDIv/sFPI, ● Role of FEDAI in Foreign Exchange Market <p>d) International Capital Budgeting:</p> <ul style="list-style-type: none"> ● Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash ● Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits,Capital Budgeting Techniques– NPV

4	Foreign Exchange Risk, Appraisal & Tax Management	15(13+2)
	<p>a) Foreign Exchange Risk Management:</p> <ul style="list-style-type: none"> ● Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage Speculation <p>b) International Tax Environment:</p> <ul style="list-style-type: none"> ● Meaning of International Tax Environment, ● Emerging Economy, BRICK Economy World, Economy Taxation Regimes., NAFTA ● Tax Liabilities <p>c) International Project Appraisal:</p> <ul style="list-style-type: none"> ● 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 	

UnitNo	Syllabus	
1	Introduction to Financial Services	15(13+2)
	<p>a)Financial Services:</p> <ul style="list-style-type: none"> ● Concept, Objectives/ Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking Non-Banking Companies, ● Comparison of Traditional International Services. ● Regulatory Framework <p>b) Factoring and Forfeiting:</p> <ul style="list-style-type: none"> ● Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfeiting, Working of Forfeiting, Benefits and Drawbacks of Forfeiting, Practical Problems ,Factoring and Forfeiting EXIM <p>c)Bill Discounting:</p> <ul style="list-style-type: none"> ● Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management. 	
2	Issue Management and Securitization	15(13+2)
	<p>a)Issue Management and Intermediaries:</p> <ul style="list-style-type: none"> ● Introduction, Merchant Bankers /Lead Managers ,Underwriters,Bankers to an Issue, Brokers to an Issue <p>b) Stock Broking:</p> <ul style="list-style-type: none"> ● Introduction, Stock Brokers, Sub Brokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading <p>c) Securitization:</p> <ul style="list-style-type: none"> ● 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	15(13+2)
	<p>a) Lease and Hire-Purchase:</p> <ul style="list-style-type: none"> • 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 HirePurchase. • Aviation, vessels, Caselets on Hospitality(5 Stars hotel Leasing agreement and norm) • Financial services marketing versus consumer & industrial goods marketing, Planning, organizing and analysis of financial services marketing. Marketing of banking and insurance services. <p>b) Housing Finance:</p> <ul style="list-style-type: none"> • 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 <p>c) Venture Capital:</p> <p>Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment Mechanisms, Venture Capital Investment process, Indian Scenario* Case Studies in Venture Capital & other services.</p>	
4	Consumer Finance and Credit Rating	15(13+2)

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) E-Payment Gateways

- 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
- Case Study–ICRA,CRISIL.

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23 Elective Courses (EC) GroupA:Finance Electives UGBMS603F. 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

Course Outcome

1. State market analysis, demand forecasting and project mix analysis. (1)*
2. Compare and contrast between market analysis and technical analysis (2)*
3. Apply various information tools E-commerce in project management. (3)
4. Analyses Capacity planning, developing effective procedural documentation. [4]*
5. Estimate projects in response to issues that arise internally and externally. (5)*
6. Design new ideas of projects to use their specific skill and knowledge.

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	0	0	0	0	0	0	1	0	0	0	1	0	0
CO2	0	0	1	0	0	1	0	0	1	0	0	0	0	1
CO3	0	0	0	0	0	0	0	0	0	1	0	0	0	0

UnitNo	Syllabus
1	Introduction to Project Management Project Initiation 15(13+2)
	<p>a) Introduction to Project Management:</p> <ul style="list-style-type: none"> ● Meaning/ Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management <p>b) Organizational Structure (Project Organization):</p> <ul style="list-style-type: none"> ● Meaning /Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. <p>c) Project Initiation:</p> <ul style="list-style-type: none"> ● Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection ● Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager ● Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling
2	Analyzing Project Feasibility 15(13+2)

	<p>a)Project Feasibility Analysis:</p> <ul style="list-style-type: none"> ● Meaning /Definition of Project Feasibility ,Importance of Project Feasibility ,Scope of Project Feasibility ● Types of Project Feasibility -Market Feasibility,Technical Feasibility,Financial Feasibility,Economic Viability, Operational Feasibility ● SWOT Analysis (Environment Impact Assessment,Social Cost Benefit Analysis) <p>b)Market Analysis:</p> <ul style="list-style-type: none"> ● Meaning of Market Analysis,Demand Forecasting,Product Mix Analysis, ● Customer Requirement Analysis <p>c)Technical Analysis:</p> <ul style="list-style-type: none"> ● Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing,Advancement in the Era of -Commerce in Project Management <p>d)Operational Analysis:</p> <ul style="list-style-type: none"> ● Meaning of Operation Management, Importance of Operation Management, Operation Strategy-Levels of Decisions, Production Planning & Control, ● Material Management - Work Study & Method Study, Lean Operations
3	<p>Budgeting, Cost & Risk Estimation in Project Management 15(13+2)</p>
	<p>a)Funds Estimation in Project:</p> <ul style="list-style-type: none"> ● Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Startups ,Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost o finance Practical Problems CapitalEVA NPA <p>b) Risk Management in Projects:</p> <p>New Venture Valuation (Asset Based , Earnings Based.</p> <p>c) Cost Benefit Analysis in Projects</p> <ul style="list-style-type: none"> ● Introduction to Cost Benefit Analysis ,Efficient Investment Analysis, Cash-Flow Projections,Financial Criteria for Capital Allocation, Strategic Investment Decisions
4	<p>New Dimensions in Project Management 15(13+2)</p>

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, Banking Code (latest), BASEL Norm,

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,

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23
Elective Courses (EC) Group A: Finance Electives
UGBMS604F. 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

Course Outcome

1. Define the concept of Auditing.[1]*
2. Understand the concept of XBRL [2]*
3. Calculate Adjusted cut off rate by a. Certainty Equivalent Method, b. Sensitivity Technique, c. Probability Technique, d. Standard Deviation Method, e. Coefficient of Variation Method,
4. Compare the dividend according to Modigliani and Miller's Approach, Walter Model, Gordon Model [4]*
5. Evaluate the Practices of Corporate Governance in India [5]*
6. Construct the decision tree [6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	0	0	0	0	0	0	0	0	1	0	0	0	0	0
CO2	1	0	0	0	0	0	1	1	0	0	0	0	1	0

UnitNo	Syllabus
1	Dividend Decision and XBRL 15(13+2)
	<p>a) Dividend Decision:</p> <ul style="list-style-type: none"> ● Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy <p>b) XBRL:</p> <ul style="list-style-type: none"> ● Introduction, Advantages and Disadvantages, Features and Users
2	Capital Budgeting and Capital Rationing 15(13+2)
	<p>a) Capital Budgeting:</p> <ul style="list-style-type: none"> ● Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. <p>b) Capital Rationing:</p> <ul style="list-style-type: none"> ● Meaning, Advantages, Disadvantages, Practical Problems
3	Shareholder Value and Corporate Governance /Corporate Restructuring 15(13+2)
	<p>a) Shareholder Value and Corporate Governance:</p> <ul style="list-style-type: none"> ● Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India <p>b) Corporate Restructuring:</p> <ul style="list-style-type: none"> ● Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger And Post Merger Impact.
4	Financial Management in Banking Sector and Working Capital Financing 15(13+2)

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

UnitNo	Syllabus	
1	Introduction to Brand Management	15(13+2)
	<p>a) Introduction to Brand Management:</p> <ul style="list-style-type: none"> ● Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, ● Importance, Basis 	
2	Planning and Implementing Brand Marketing Programs	15(13+2)
	<p>a) Planning and Implementing Brand Marketing Programs:</p> <ul style="list-style-type: none"> ● Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements ● Personalizing 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	15(13+2)
	<p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> ● Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ● Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <p>c) Young and Rubicam's Brand Asset Valuator</p> <p>d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> ● Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches. ● Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology 	
4	Growing and Sustaining Brand Equity	15(13+2)

a) Designing & Implementing Branding Strategies:

- **Brand Architecture:** Meaning of Brand Architecture ,The Brand -Product Matri ,Breadth of a Branding Strategy, Dept 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

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23 Elective Courses (EC) Group B: Marketing Electives UGBM602M. 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

Course Outcome

1. List the factors influencing retail management (1)
2. Discuss the Types, E-tailing (2)
3. Examine the Need for FDI in Indian Retail Scenario (3)
4. Differentiate the Green Retailing and Airport Retailing (4)
5. Determine the Functions of HRM in Retail (5)
6. Develop Retail Strategy. (6)

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	0	1	0	0	0	1	0	0	0	0	0	0	0	1
CO2	0	0	1	0	0	0	0	0	0	0	0	1	0	0
CO3	1	0	0	0	1	0	0	0	1	0	1	0	1	0

Unit No	Syllabus
1	Retail Management -An overview 15(13+2)
	<p>a)Retail Management:</p> <ul style="list-style-type: none"> ● Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b)Retail Formats:</p> <ul style="list-style-type: none"> ● Concept of Organized Retailing :Factors Responsible for the Growth of Organized Retail in India ,Multi channel Retailing :Meaning and E-tailing: ● Meaning, Advantages and Limitations <p>c)Emerging Trends in Retailing</p> <ul style="list-style-type: none"> ● Impact of Globalization on Retailing ● I.T in Retail: Importance ,Advantages and Limitations, Applications of I.T.in Retail :EDI, Bar Coding, RFID Tags ,Electronic Surveillance ,Electronic Shelf labels. ● OMNI channel Retailing. ● Franchising :Meaning,Types, Advantages and Limitations,Franchising in India ● Green Retailing ● Airport Retailing
2	Retail Consumer and Retail Strategy 15(13+2)
	<p>a)Retail Consumer /Shopper:</p> <ul style="list-style-type: none"> ● Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers ,Market Research as a Tool for Understanding Retail Markets and Shoppers ● Bucketing, Hiring & Firing of customer. <p>b)CRM in Retail:</p> <ul style="list-style-type: none"> ● Meaning, Objectives ● Customer Retention Approaches :Frequent Shopper Programme ,Personalization ,Community,Community Retailing. <p>c)Retail Strategy:</p> <ul style="list-style-type: none"> ● Meaning, Steps in Developing Retail Strategy,Retail Value Chain <p>d)Store Location Selection:</p> <ul style="list-style-type: none"> ● Meaning ,Types of Retail Locations,Factors Influencing Store Location

	<p>e) HRM in Retail:</p> <ul style="list-style-type: none"> ● 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
3	<p>Merchandise Management and Pricing 15(13+2)</p> <p>a)Merchandise Management</p> <ul style="list-style-type: none"> ● Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category–Meaning, Importance,Components,Role of Category Captain ,Merchandise Procurement /Sourcing- ● Meaning, Process,Sources for Merchandise <p>b)Buying Function:</p> <ul style="list-style-type: none"> ● 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 <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label</p> <ul style="list-style-type: none"> ● Meaning ,Need and Importance,Private Labels in India <p>e)Retail Pricing</p> <ul style="list-style-type: none"> ● 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	<p>Managing and Sustaining Retail 15(13+2)</p> <p>a)Retail Store Operations:</p> <ul style="list-style-type: none"> ● Meaning, Responsibilities of Store Manager, The 5S’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 Atmospheric 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

c)Visual Merchandising and Display:

- Visual Merchandising- Meaning, Significance,Tools Used for Visual Merchandising
- The Concept of Plan ogram
- 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

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2022-23
Elective Courses (EC) Group B: Marketing Electives
UGBMS603M. 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

Course Outcome

1. Define meaning, definition and need of International Marketing.[1]*
2. Understand the concept of International Trade and Barriers to Trade.[2]*
3. Apply the ways of entering into the International Marketing like Franchising, Contract Manufacturing, etc.,[3]*
4. Differentiation between Domestic and international Marketing.[4]*
5. Evaluate International economic institution, economic integration, political instability, political intervention, etc.,[5]*
6. Design the distinction between various environmental factors like economic, political, technological, and cultural environment.[6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	0	0	0	0	0	0	0	0	1	0	0	1	0
CO2	0	0	1	0	0	1	0	1	0	0	1	0	0	0
CO3	0	0	0	0	1	0	0	0	0	0	0	0	0	0
CO4	0	0	0	0	0	0	0	0	0	0	0	1	0	0

CO5	0	1	0	1	0	0	1	0	0	0	0	0	0	1
CO6	0	0	0	0	0	0	0	0	1	0	0	0	0	0

UnitNo	Syllabus	
1	Introduction to International Marketing Trade	15(13+2)
	<p>a)Introduction of International Marketing:</p> <ul style="list-style-type: none"> ● Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing,Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets: Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures ,Strategic Alliance,Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization <p>b)Introduction to International Trade:</p> <ul style="list-style-type: none"> ● Concept of International Trade, Barriers toTrade: Tariff and Non Tariff, Trading Blocs:SAARC, ASEAN, NAFTA, EU, OPEC 	
2	International Marketing Environment and Marketing Research	15(13+2)
	<p>a)International Marketing Environment:</p> <ul style="list-style-type: none"> ● Political and Legal Environment: Political System (Democracy,Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems(Common Law, Civil Law, Theocratic Law),Legal Differences, Anti Dumping Law and Import License. ● Cultural Environment: Concept, Elements of Culture (Language, Religion,Values and Attitude , Manners and Customs, Aesthetics and Education) ,HOFSTEDE’s Six Dimension of Culture, Cultural Values (Individualism v/s Collectivism) <p>b)MarketingResearch:</p> <ul style="list-style-type: none"> ● Introduction, Need for Conducting International Marketing Research, ● Research, IT in Marketing Research ● WTO,TRIPS,TRIMS(9-20.countries) 	
3	International Marketing Mix	15(13+2)

	<p>a)International Product Decision</p> <ul style="list-style-type: none"> ● International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labeling in International Markets, Branding Decisions in International Markets,International Market Segmentation and Targeting, International Product ● Positioning <p>b)International Pricing Decision:</p> <ul style="list-style-type: none"> ● Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing ● International Pricing Methods: Cost Based, Demand Based, Competition Based,Value Pricing, Target Return Pricing and Going Rate Pricing ● International Pricing Strategies: Skimming Pricing, Penetration Pricing, Predatory Pricing ● International Pricing Issues: Gray Market, Counter Trade, Dumping, Transfer Pricing <p>c)International Distribution Decisions</p> <ul style="list-style-type: none"> ● Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel ● EXIM Procedures <p>d)International Promotion Decisions</p> <ul style="list-style-type: none"> ● Concept of International Promotion Decision ● Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness ● StandardizationV/S Adaptation of International Promotional Strategies International Promotional Tools/Elements
4	<p>Developments in International Marketing 15(13+2)</p>
	<p>a) Introduction-Developing International Marketing Plan:</p> <ul style="list-style-type: none"> ● Preparing International Marketing Plan, Examining International Organizational Design, Controlling International Marketing Operations ,Devising International Marketing Plan <p>b)International Strategies:</p> <ul style="list-style-type: none"> ● BCG, MAG-2 <p>c)International Marketing of Services</p> <ul style="list-style-type: none"> ● World Geographic International Strategies. ● Culture

Syllabus Of Courses Of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23

Elective Courses (EC)

Group B:Marketing Electives

UGBMS604M. 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

Course Outcome

1. Identify the Objectives of Media Planning (1)
- 2.. Describe the challenges of media planning (2)
3. Apply Criteria in Media Buying (3)
- 4.Classify the Buying Process (4)
- 5.Decide the Scheduling Patterns (5)
- 6.Develop the Art of Media Buying (6)

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	1	0	0	0	0	1	0	0	1	1	0	1	1
CO2	0	0	1	0	0	0	0	0	1	0	0	0	0	0
CO3	0	0	0	0	1	0	0	0	0	0	0	1	0	0

Unit No	Syllabus	
1	Overview of Media and Media Planning	15(13+2)
	<p>a)Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> ● Meaning of Media & Features of Media, Meaning of Media Planning, Scope of Media planning ,Media Planning Elements, Role of Media in Business, Media Planning Process,Impact Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning <p>b)Media Research:</p> <ul style="list-style-type: none"> ● Meaning, Role and Importance ● BARC , BDI/CDI ● Study, CIB Listenership Survey 	
2	Media Mix and Media Strategy	15(13+2)
	<p>a)Media Mix:</p> <ul style="list-style-type: none"> ● Meaning, Need for Media Mix, Identifying Audience for Mass Media, Factors Affecting Media Mix Decision ,Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix <p>b) Media Choices:</p> <ul style="list-style-type: none"> ● BDI, CDI,Belch and Belch, Advertising concepts. <p>c) Future Trends in Media</p> <ul style="list-style-type: none"> ● Online, Mobile, Gaming, In-flight, InStore, InteractiveMedia <p>c) Media Strategy:</p> <ul style="list-style-type: none"> ● Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components ● Steps in Formulating Media Strategies:Defining theTarget Group,Market Prioritization, Media Weights, Media Mix, Media Scheduling. 	
3	Media Budgeting,Buying Scheduling	15(13+2)
	<p>a) Media Budget</p> <ul style="list-style-type: none"> ● Meaning ● Factors to be considered while Framing a Budget:Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing,Frequency Of Purchase ● Importance of Media Budget. 	

	<ul style="list-style-type: none"> ● 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. <p>b) Media Buying:</p> <ul style="list-style-type: none"> ● Meaning, Role of Media Buyer, Objectives of Media Buying, ● Buying Process: Buying Brief ,Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy ● Buying brief: Concept & Elements of Buying Brief, Art of Media Buying– Negotiation Media Buying,Plan Presentation and Client Feedback ● Criteria in Media Buying <p>c) Media Scheduling</p> <ul style="list-style-type: none"> ● Meaning, Importance ● Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints,Target Group. ● Scheduling Patterns–Continuity, Flighting, Pulsing <p>Scheduling Strategies for Creating Impact: Road Block, Day or Day part Emphasis, Multiple Spotting, Teasers</p>
4	<p>Developments in International Marketing 15(13+2)</p>
	<p>a) Media Measurement:</p> <ul style="list-style-type: none"> ● Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative Distribution, Average Opportunity to See (AOTS), Effective frequency/Reach ● Television Metrics: Dairy v/s People meter, TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership ● Radio Metrics: Arbitron Radio Rating ● Print Metrics: Circulation, Average Issue Readership (AIR),Total or Claimed Reader,Sole or Solus reader. ● OOH Metrics:Traffic Audit Bureau (TAB) <p>b) Plan Metrics:</p> <ul style="list-style-type: none"> ● Gross Rating Points (GRP),Gross Impressions (GI), Share of Voice (SOV). <p>c) Evaluating Media Buys</p> <ul style="list-style-type: none"> ● Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point (CPRP),Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships ● Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for ColourAds, Date Flexibility Incentives, Positioning, Innovations. ● Evaluating Other Media Buys: Radio Buys,Outdoor Buys,Cinema Buys, Internet Buys,and Mobile Buys

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23

Elective Courses (EC)

Group C: Human Resource Electives

UGBM 601H . 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

Course Outcome

1. Define the concepts International Recruitment and Selection, International Compensation.[1]*
- 2.Understand the concepts like PCNs and TCNs [2]*
- 3.Determine Emerging Trends in IHRM.[3]*
- 4.Analyse Challenges faced by Repatriates. [4]*
- 5.. Evaluate Factors in Selection of Expatriate.[5]*
- 6.Design Criterion used for Performance Appraisal of International Employees [6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	0	0	1	0	1	0	0	0	0	0	0	1	0	0
CO2	0	0	0	0	0	0	1	0	0	0	0	0	0	0
CO3	0	0	0	0	0	1	0	0	1	0	0	0	0	0

UnitNo	Syllabus	
1	International HRM–An Overview	15(13+2)
	<p>a) International HRM–An Overview:</p> <ul style="list-style-type: none"> ● International HRM-Meaning and Features, Objectives, Evolution of IHRM,Reasons for Emergence 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 IHRM ● Qualities of Global Managers ● Organizational Dynamics and IHRM ● Components of IHRM- Cross Cultural Management and ComparativeHRM ● Cross Cultural Management- Meaning, Features, Convergence of Cultures, Roleof IHRM in Cross Cultural Management, Problems of Cross Cultural Issues inOrganizations, ImportanceofCulturalSensitivitytoInternationalManagers ● ComparativeHRM-Meaning, Importance,Difference between IHRMandComparativeHRM ● ManagingDiversityin Workforce ● DealingwithCulturalShock ● VISAformalities,Rules & Regulation 	
2	Global HRM Functions	15(13+2)
	<p>a) Global HRM Functions:</p> <ul style="list-style-type: none"> ● 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 International Industrial Relations,Trade Union and International IR 	
3	Managing Expatriation and Repatriation	15(13+2)

	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> ● Concepts of PCNs (Parent-Country Nationals) ,TCNs (Third-Country Nationals)andHCNs (Host-CountryNationals) ● Expatriation- Meaning, Reasons for Expatriation, Factors in Selection ofExpatriates, 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	<p>International HRM Trends and Challenges 15(13+2)</p>
	<p>a) International HRM Trends and Challenges:</p> <ul style="list-style-type: none"> ● Emerging Trends in IHRM ● OffShoring–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 theWorld ● HR in MNCs–Industrial Relations in MNCs ● Role of Technology on HRM ● 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

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23

Elective Courses (EC)

Group C: Human Resource Electives

UGBMS602H. Organizational Development

Modules at a Glance

SN	Modules	No. of Lectures
1	Organizational Development–An Overview	15
2	Organizational Diagnosis, Renewal and Change	15
3	OD Interventions	15
4	OD Effectiveness	15
Total		60

Course Outcome

1. Define meaning, objective, importance and features of OD.[1]*
2. Describe relevance of OD for managers and participation of top management in OD.[2]*
3. Develop approaches of organizational effectiveness.[3]*
4. Analyze steps in OD intervention.[4]*
5. Compare traditional and modern techniques of OD interventions.[5]*
6. Design a plan for organizational change [6]*

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	0	0	1	0	0	0	0	0	1	0	0	1	0
CO2	0	1	0	0	0	1	0	1	0	0	0	0	0	1

UnitNo	Syllabus
1	Organizational Development –An Overview 15(13+2)
	<p>a) Organizational Development–An Overview:</p> <ul style="list-style-type: none"> ● Organizational Development –Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance ● Relevance of Organizational Development for Managers, OD- HRD Interface,Participation of Top Management inOD ● OD Practitioner–Meaning, Role of OD Practitioner, Competencies of an OD Practitioner ● Emerging Trends in OD ● OD in Global Setting
2	Organizational Diagnosis, Renewal and Change 15(13+2)
	<p>a) Organizational Diagnosis, Renewal and Change:</p> <ul style="list-style-type: none"> ● Organizational Diagnosis - Meaning, Need, Phases, Levels of Organizational Diagnosis, Techniques of Organizational Diagnosis, Tools used in Organizational Diagnosis ● Organizational Renewal, Re-energizing, OD and Business Process Re-Engineering (BPR),OD and Leadership Development ● Organizational Change-Meaning,Organizational Life Cycle, Planned Change,Organizational Growth and its Implication for Change ● Change Agents-Meaning, Features,Types, Role,Skills required
3	OD Interventions 15(13+2)
	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> ● 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

4	OD Effectiveness	15(13+2)
	<p>a) OD Effectiveness:</p> <ul style="list-style-type: none"> ● 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 Judgment, Ethical Guidelines for OD Professionals ● Organizational Effectiveness- Meaning , Effectiveness v/s Efficiency,Approaches of Organizational Effectiveness: Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organizational Effectiveness,Ways to Enhance ● Organizational Effectiveness 	

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23

Elective Courses (EC)

Group C: Human Resource Electives

UGBMS603H. 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

Course Outcome

1. Define the concept of Human Element in Service Sector.[1]*
2. Understand the concept and growing importance of HRM in service sector.[2]*
3. Apply Interviewing Techniques in organization [3]*
4. Analyze Issues Faced by Front Line Employees [4]*
5. Evaluate Advantages of Delivering Services through Agents and Brokers.[5]*
6. Design new ideas of projects to use their specific skill and knowledge.

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CO2	1	0	0	0	0	1	0	1	0	0	1	0	1	0
CO3	0	0	0	0	1	0	0	0	0	1	0	0	0	0

UnitNo	Syllabus
1	Service Sector Management-AnOverview 15(13+2)
	<p>a) Service Sector Management-AnOverview:</p> <ul style="list-style-type: none"> ● 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 ● ServiceOrganization-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 15(13+2)
	<p>a) Managing Human Element in Service Sector:</p> <ul style="list-style-type: none"> ● 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, Inter client 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
3	Issues and Challenges of HR in Service Sector 15(13+2)

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–ProfitSectorinIndia**
- **Issues and Challenges of HR in Specific Services:**
 - Business and **Professional Services: Banking and Insurance,**

	<p>Legal, Accountancy</p> <ul style="list-style-type: none"> ▪ Infrastructure: Roads, Railways, Power ▪ Public Services: Police, Defense, Disaster Management ▪ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ▪ Personnel Services: Education, HealthCare, Hotels ● Social and Charitable Services
4	HRP Evaluation, Attrition, Retention & Globalization 15(13+2)
	<p>a) HRP Evaluation, Attrition, Retention & Globalization:</p> <ul style="list-style-type: none"> ● 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. Organizational Effectiveness, Ways to Enhance Organizational Effectiveness

CO5	0	0	0	1	0	0	0	0	1	0	0	0	0	0
CO6	0	0	0	0	0	0	0	0	0	1	0	0	0	0

UnitNo	Syllabus
1	Human Resource Accounting: An Overview 15(13+2)
	<ul style="list-style-type: none"> ● 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 a tInternational Level
2	Methods and Human Resource Accounting Practices in India 15(13+2)
	<ul style="list-style-type: none"> ● Methods of Human Resource Accounting: <ol style="list-style-type: none"> 1. Cost of Production Approach-Concept <ol style="list-style-type: none"> i. Historical Cost Model–Meaning, Advantage sand Limitations ii. Replacement CostModel–Meaning, Advantages and Limitations iii. Opportunity Cost–Meaning, Advantages and Limitations 2. Capitalized Earnings Approach-Concept <ol style="list-style-type: none"> i. Economic ValueModel-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 15(13+2)
	<ul style="list-style-type: none"> ● 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 HRAuditor ● 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, Team building System
4	HR Audit for Legal Compliance and Safe Business Practices 15(13+2)

- | | |
|--|--|
| | <ul style="list-style-type: none">● Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices● HR Audits 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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**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2022-23
Core Course (CC)
UGBMS605.Operations Research**

Modules at aGlance

SN	Modu les	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

Course Outcome

1. Define Operation Research. Characteristics, Areas of Applications, Limitations of Operation Research.[1] *
2. Understand formulation of Linear Programming Problems.[2] *
3. Solve Linear Programming Problems graphically [3] *
4. Explain difference between CPM and PERT.[4] *
5. Find optimum solution by using Simplex method.[5] *
6. Construct a Network Diagram [6] *

CO PO MAPPING														
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	0	0	0	0	0	0	0	0	0	0	0	1	0
CO2	0	0	1	0	1	1	0	1	0	1	1	0	0	0
CO3	0	0	0	0	0	0	0	0	0	0	0	1	0	0
CO4	0	0	0	0	0	0	1	0	1	0	0	0	0	0

UnitNo	Syllabus	
1	Introduction to Operations Research and Linear Programming 15(2+13)	
	<p>a) Introduction To Operations Research</p> <ul style="list-style-type: none"> ● Operations Research-Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. <p>b) Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none"> ● Introduction to Linear Programming ● Applications of LP ● Components of LP ● Requirements for Formulation of LP Problem ● Assumptions Underlying Linear Programming ● Steps in Solving LP Problems ● LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> ● Maximization & Minimization Type Problems. (Max.Z&Min.Z) ● Two Decision Variables and Maximum Three Constraints Problem ● Constraints Can Be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. ● Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. <p>d) Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> ● Only Maximization Type Problems. (Only Max.Z). No Minimization problems. (No Min.Z) Numericals on Degeneracy in Maximization Simplex Problems. ● Two or Three Decision Variables and Maximum Three Constraints Problem. (Upto 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. <p>Note:</p> <ul style="list-style-type: none"> ● Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. ● Sensitivity Analysis including Profit Range and Capacity Range is not included. 	
2	Assignment and Transportation Models 15(2+13)	

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 5x5 Matrix.Upto 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 And Unbalanced Problems.**
- Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.
- Simple Formulation of Transportation Problems.
- Initial Feasible Solution(IFS)by:
 - North Wet Corner Rule(NWCR)
 - Least Cost Method(LCM)
 - Vogel’sApproximation Method(VAM)
- Maximum 5x5 Transportation Matrix.
- Finding Optimal Solution by Modified Distribution (MODI) Method. (u , v and Δ)
- Maximum Two Iterations (i.e.Maximum Two Loops) after IFS.

Note:

- Production Scheduling Problem is not included.
- Time Minimization Problem is not included.

Degeneracy Concept to be covered only Conceptual Level.Not to be included in Numerical.

3	Network Analysis	15(2+13)
	<p>a) Critical Path Method(CPM)</p> <ul style="list-style-type: none"> ● Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, ● Construction of a Network Diagram .No de 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 PassMethods. ● Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, ● Free Float,Independent Float and Interfering Float <p>b) Project Crashing</p> <ul style="list-style-type: none"> ● Meaning of Project Crashing. ● Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activity's.Cost Slope of an Activity. ● Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. ● Time–Cost Trade Offing Project Crashing. ● Optimal(Minimum)Project Cost and Optimal Project Completion Time. ● Process of Project Crashing. ● Numerica lConsisting of Maximum Ten(10)Activities. ● Numerical based on Maximum Four(04)Iterations of Crashing <p>c) Program Evaluation and Review Technique(PERT)</p> <ul style="list-style-type: none"> ● Three Time Estimates of PERT:OptimisticTime(a),Most Likely Time (m)and PessimisticTime(b). ● Expected Time(te) of an Activity Using Three Time Estimates. ● Difference between CPM and PERT. ● Numerical Consisting of MaximumTen(10) Activities. <p>d) Construction of PERT Network using the values of all Activities.</p> <p>e) Mean(Expected)Project Completion Time.</p> <p>f) Standard Deviation and Variance of Activities.</p> <p>g) Project Variance and Project Standard Deviation.</p> <p>h) ‘Prob.Z’Formula.</p> <p>i) Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique.</p> <ul style="list-style-type: none"> ● Meaning, Objectives, Importance,Scope,RORO/LASH 	

4	Job Sequencing and Theory of Games	15(2+13)
	<p>a) Job Sequencing Problem</p> <ul style="list-style-type: none"> ● Processing Maximum 9 Jobs through Two Machines Only. ● Processing Maximum 6 Jobs through Three Machines Only. ● Calculations of Idle Time, Elapsed Time etc. <p>b) Theory of Games</p> <ul style="list-style-type: none"> ● Introduction ● Terminology of Game Theory: Players, Strategies, Play, Payoff, Pay off matrix, Maximin, Maxi max, 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. 	

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester VI

with effect from the Academic Year 2022-23

Core Course(CC)

UGBMS606. Project Work

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 counseling 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 guide lines given below:
 - Font Type:Times New Roman
 - Font size:12-For content,14-forTitle
 - Line Space: 1.5-for content and 1-for in tablework
 - 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

**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 the Chapter	PageNo.
(subpoint 1.1,1.1.1, And soon)		

ChapterNo.2	Title the Chapter
-------------	-------------------

ChapterNo.3	Title the Chapter
-------------	-------------------

ChapterNo.4	Title the Chapter
-------------	-------------------

ChapterNo.5	Title the Chapter
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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)

- **ChapterNo.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.

- **ChapterNo. 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.

- **ChapterNo. 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 under take further study on same issue.

- **ChapterNo.4:Data Analysis, Interpretation and Presentation**

This chapter is the core part of the study.The Analys is 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 andSuggestions**

In this chapter of project work, findings of work will be covered and suggestion will be listed 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

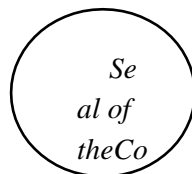
This is to certify that Ms/Mr _____ has worked and duly completed her/his Project Work for the degree of Bachelor of Management Studies under the Faculty Commerce the subject of

_____ and her/his project entitled,“

_____ *Title Of The Project* _____”under 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 under signed 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 there search 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 oranyotherUniversity.

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

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 depths so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in 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 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 so 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 Organization / 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 the Company:**
A Concise representation of company/ organization defining its scope, products/services and its SWOTanalysis.
 - **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 the 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-forTitle
 - Line Space: 1.5-for content and 1-for in tablework
 - 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

Scheme of

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 much as importance / relevance of the study, objective of the study, methodology of the study/mode 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 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.

Scheme of

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

With effect from the Academic Year 2022-23

Reference Books

Reference Books
International Finance
<ul style="list-style-type: none">● PG Apte, <i>International Financial Management, 5th Edition, The McGraw Hill</i>● 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>● VA. Avadhani, <i>International Finance</i>
Innovative Financial Services
<ul style="list-style-type: none">● IM Pandey, <i>Financial Management, Vikas Publishing House Ltd.</i>● Khan M. Y., <i>Financial Services, McGraw Hill Education.</i>● Dr. S. Gurusamy, <i>Financial Services, Vijay Nicole Imprints.</i>● <i>Financial Market and Services, E, Gordon and Natarajan, Himalaya Publishing House</i>
Project Management
<ul style="list-style-type: none">● Harold Kerzer, <i>Project Management—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
<ul style="list-style-type: none">● 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>
Brand Management
<ul style="list-style-type: none">● 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>

Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
With effect from the Academic Year 2022-23
Reference Books

Reference Books
Retail Management
<ul style="list-style-type: none"> ● Michael Levy Barton A Weitz, "Retailing Management", Tata Mc Graw Hill ● Gibson G. Vedamani, "Retail Management-Functional Principles and Practices", Jaico Publishing House, Mumbai. ● Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai. ● Dunne Lusch, "Retail Management", South Western Cengage Learning ● K.S.Menon, "Store Management", Mac India Ltd., ● Keith Lincoln, Lars Thomes sen & Anthony Aconis, "Retailization- Brand Survival in the Age Retailer Power", Kogan Page Ltd., ● Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mcgraw Hill. ● Bajaj, Tulli Shrivastava, "Retail Management", Oxford University Press ● Kishore Biyani, "It Happens in India", & "The Wall Mart Story" ● Store Manager, Organiser /Planner- DMS Retail ● Dr.Ram Kishan. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.
International Marketing
<ul style="list-style-type: none"> ● Dr.Shakeel Ahmed Siddiqui, International Marketing, Dream techpress, Edition 2011 ● Philip R.Cateora, John L. Graham, Prashant Salwan, International Marketing , Tata Mcgraw hill Education Private Limited, New Delhi, Thirteenth Edition. ● RajGopal, International Marketing, Vikas Publishing House Pvt.Ltd., Edition 2007. ● Sak Onk visit, John J.Shaw , International Marketing Analysis and Strategy, Pearson Publication, Third Edition ● Francis Cherunilam, International Business, PHI Leaning Private Limited New Delhi, Fifth Edition. ● Justin Paul and Ramneek Kapoor , International Marketing Text and Cases, Tata Mc graw Hill Education Private Limited Delhi, Second Edition. ● Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition ● Philip R.Cateora, John L.Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition ● Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition ● Michael R.Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007 ● Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication, Fifth Edition
Media Planning & Management
<p>a Menon, Media Planning and Buying, Tata Mc Graw Hill Education Private Limited, Second Edition 2010</p> <ul style="list-style-type: none"> ● Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition. ● Larry Percy and Richard Elliott, Strategic Advertising Management, Oxford University Press, Second Edition ● Larryd. Kelly and Donald W. Jugeneimer, Advertising Media Planning, PHI learning Private Limited, ● Dennis.F.Herrick, Media Management in Age of Giants, Surjeet Publications ● Charles Warner and Joseph Buchman, Media selling, Surjeet Publication, 3rd edition

Syllabus of Courses of Bachelor of Management Studies(BMS)Programme at Semester VI with effect from the Academic Year 2022-23

ReferenceBooks

HRM in Global Perspective

- *Peter J. Dowling, Marion Festing, Allen D. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning*
- *P. L. Rao: International Human Resource Management, Text and Cases, Excel Books*
- *Peer J. Dowling, Denise E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.*
- *Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press*
- *A. V. Phatak: International Dimensions of Management, Cincinnati, South Western College*
- *Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.*
- *Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press*
- *SC. Gupta: International Human Resource Management-Text and Cases, MacMillan Publishers*

**Syllabus of Courses of Bachelor of Management
Studies (BMS) Programme at Semester VI with effect
from Academic Year 2022-23**

Reference Books

Reference Books
Organisational Development
<p><i>Dr. Mrs. Anjali Ghanekar, Essentials Organisation Development, Everest Publishing House</i></p> <ul style="list-style-type: none">● <i>French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.</i>● <i>Harvey, D.F. and Brown, D.R., An Experimental Approach Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990</i>● <i>Cummings, T.G. & Worley, C.G. (2009). Organization Development and Change (9th edition). Canada: South-Western Cengage Learning</i>● <i>Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.</i>● <i>Cummings, T.G., Theory of Organization Development and Change, South Western.</i>● <i>Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.</i>● <i>Richard L, Organisation, Theory, Change and Design, India Edition (Cengage Learning)</i>● <i>Garath Jones, Mary Mathew, Organisation Theory, Design and Change: Sixth Edition, Pearson</i>● <i>Wendell L French, Cecil H Bell, Jr, Veena Vohra, Organisation Development, Sixth Edition, Pearson Education</i>
HRM in Service Sector Management
<ul style="list-style-type: none">● <i>C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House</i>● <i>Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson</i>● <i>Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia</i>● <i>James A. Fitzsimmons, Mona J. Fitzsimmons: Service Management, Operations, Strategy, Information Technology, Tata McGraw –Hill</i>● <i>Zeithaml, Bitner, Gremler, Pandit: Services Marketing, Tata Mc Graw–Hill</i>● <i>Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition</i>● <i>K. Rao: Services Marketing, Pearson Education</i>● <i>Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing</i>

**Syllabus of Courses of Bachelor of Management Studies (BMS) Programme
at Semester VI with effect from Academic Year 2022-23**

Reference Books

Reference Books
Human Resource Accounting Auditing
<ul style="list-style-type: none">● <i>HR Audit: Evaluating The human resource functions for Business Improvement</i> by T. V. Rao, Response Books● Eric G. Flamholtz, <i>Human Resource Accounting</i>, Springer● Jac Fitz Enz, <i>How To Measure Human Resource Management</i>, McGraw Hill● Rakesh Chandra Katiyar, <i>Accounting For Human Resources</i>, UK Publishing● M. Saeed, D.C. Kulshreshtha, <i>Human Resource Accounting</i>, Anmol Publications.● D. Prabakara Rao, <i>Human Resource Accounting</i>, Inter India Publications● <i>Human Resource Management</i> by Gary Dessler, Pearson Publications.● Rao, T.V. 2008. <i>HRD Scorecard 2500, 1/e</i>; New Delhi: Response Books● Udai Pareek And Rao TV (2003). <i>Designing and Managing Human Resource</i>
Operation Research
<ul style="list-style-type: none">● Taha H.A., <i>Operation Research- An Introduction</i>, 6th Edition, Hallof India● Kapoor V.K., <i>Operations Research Techniques for Management</i>, 7th Edition, Sultan Chand & Sons● Kanti Swarup, Gupta P. K. & Manmohan, <i>Operations Research</i> 9th Edition, Sultan Chand & Sons● Sharma S.D., <i>Operations Research</i>, 8th Edition, Kedarnath, Ramnath & Company● Bronson R., <i>Operations Research</i>, 2nd Edition, Shaum's Outline Series● Voran. D., <i>Quantitative Techniques Management</i>, 3rd Edition, Tata McGraw Hill com.● Shreenath. S., <i>Principles & Application</i> 3rd Ed., PERT & CPM, Affiliated East-West Press Pvt. Ltd.● Wagener H. M., <i>Principles of Operations Research</i> 2nd Edition, Prentice-Hallof India● Sasieni M, Yaspan A & John Wiley & Sons Friedman L, <i>Operations Research- Methods & Problems</i> 1st Edition● Natrajan Balasubramani, <i>Tamilarasi, Operations Research</i>, Pearson Education● G. Hadley, <i>Linear Programming</i>, Narosa Book Distributors Private Ltd● L.C. Jhamb, <i>Quantitative Techniques (For Managerial Decisions VOL I)</i>, Everest Publishing House, Pune.● Paul Loomba, <i>Linear Programming</i>, Tata Mc Graw Hill Publishing Co. Ltd.● Aditham B. Rao, <i>Operations Research Edition 2008</i>, Jaico Publishing House, Mumbai

**Department of Management Studies
(BMS)Evaluation System with effect from the
AcademicYear 2022-23**

Evaluation System

Evaluation System	Details	Marks
Continuous Internal Assessment	OnlineTest	20
	Seminar / PPT Presentation / Hands on Approach /Field Visits	10
	Case Study/Situation Analysis/Project Group Discussion	10
	Total	40
External Assessment	Semester End Examination Duration: 2 Hours duration Questions each of 15 marks	60

The performance of the learners will be evaluated in two Components. One component will be the InternalAssessment component carrying 40% marks and the second component will be the Semester-wise End Examination component carrying 60% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 40%

● Internal Evaluation System

Evaluation System	Details	Marks
Continuous Internal Assessment	OnlineTest	20
	Seminar / PPT Presentation / Hands on Approach /Field Visits	10
	Case Study/Situation Analysis /Project Group Discussion	10

Scheme of

	Total	40
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● **Online Test(20 Marks)**

Question Paper Pattern Internal Examination

N.B.A. All Questions Are compulsory.

Question No.	Particular	Marks
Q 1 to 20	Match The Column/ Fill in the Blanks/ True or False/ Multiple Choice Questions	20 Marks

B) Semester End Examination: 60%

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 SemesterEnd Examination. The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in theInternal Assessment and 40% marks in Semester End Examination (i.e. 24 out of 60)separately, to pass the course and minimum of Grade Etopassa particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

(Detail Question Paper pattern has been given separately

Scheme of

Question Paper Pattern (Theoretical Courses)

Maximum Marks: 60 Question stobeset:04

Duration:2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No.	Particular	Marks
Q-1	Attempt any two A) Theory Questions B) Theory Questions C) Theory Questions	15 Marks (7.5*2)
Q-2	Attempt any two A) Theory Questions B) Theory Questions C) Theory Questions	15 Marks (7.5*2)
Q-3	Attempt any two A) Theory Questions B) Theory Questions C) Theory Questions	15 Marks (7.5*2)
Q-4	Attempt any two A) Theory Questions B) Theory Questions C) Theory Questions	15 Marks (7.5*2)

Scheme of

Question Paper Pattern (Practical Courses)

Maximum Marks: 60

Questions to be set:04

Duration:2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No.	Particular	Marks
Q-1	A)Practical Questions	08 Marks
	B)Practical Questions	07 Marks
	OR	
Q-1	P)Practical Questions	15 Marks
Q-2	A)Practical Questions	08 Marks
	B)Practical Questions	07 Marks
	OR	
Q-2	P)Practical Questions	15 Marks
Q-3	A)Practical Questions	08 Marks
	B)Practical Questions	07 Marks
	OR	
Q-3	P)Practical Questions	15 Marks
Q-4	Objective Questions	
	A) Sub Questions to be asked 10 and to be answer any 08	08 Marks
	B) Sub Questions to be asked 10 and to be answer any 07	07 Marks
Q-4	(*Multiple choice /True or False /Match the columns/ Fill in the blanks)	
	OR	
	P)Theory Questions /Short Notes	
	To be asked 05	
	To be marked 03	15 Marks

Note:

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

Scheme of

SR NO	SEMESTER	SUBJECTNAME	CIA (40 Marks)
1	SEM V	Investment Analysis & Portfolio Mgmt	Written Test – 20 Marks Project –10 Marks Case Study –10 Marks
2		Commodity and derivatives Market	Written Test – 20 Marks Case Study –100 Marks Presentation –10 Marks
3		Wealth Management	Written Test –20 Marks Home Assignment –10 Marks Presentation –10 Marks
4		Risk Management	Written Test -20 Marks Case study -10 Marks PPT & Viva- -10 Marks
5		Service Marketing	Written Test – 20 Marks Case study –10 Marks Project –10 Marks
6		E-Commerce and digital marketing	Written Test – 20 Marks PPT –10 Marks Case Study –10 Marks
7		Sales and distribution management	Written Test – 20 Marks Field Visit –10 Marks Home Assignment –10 Marks
8		Customer Relationship Management	Written Test – 20 Marks PPT –10 Marks Field Visit –10 Marks
9		Finance for HR professional and compensation management	Written Test – 20 Marks PPT –10 Marks Case Study –10 Marks
10		Strategic Human Resource Management and HR Policies	Written Test – 20 Marks PPT – 10 Marks Case Study –10 Marks
11		Performance Management and career planning	Written Test – 20 Marks Field Visit –10 Marks Home Assignment –10 Marks
12		Industrial Relations	Written Test – 20 Marks PPT –10 Marks Case Study –10 Marks
13		Logistic and supply chain management	Written Test – 20 Marks PPT –10 Marks Home Assignment – 10 Marks
14		Corporate Communication & PR	Written Test – 20 Marks Mock Interview – 10 Marks Group Discussion –10 Marks

Scheme of

SR NO	SEMESTER	SUBJECT NAME	CIA(40 Marks)
1	SEM VI	International Finance	Written Test – 20 Marks Case Study – 10 Marks Presentation – 10 Marks
2		Innovative Financial Services	Written Test – 20 Marks Home Assignment – 10 Marks Presentation – 10 Marks
3		Project Management	Written Test -20Marks Board Work -10markets Class Assignment -10markets
4		Strategic Financial Management	Written Test- -20Marks Board Work- -10markets ClassAssignment -10markets
5		Brand Management	Written Test – 20 Marks Field Visit – 10 Marks Home Assignment – 10 Marks
6		Retail Management	Written Test – 20 Marks Case study – 10 Marks Presentation – 10 Marks
7		International Marketing	Written – 20 Marks Test PPT – 10 Marks Group Discussion – 10 Marks
8		Media Planning and Management	Written Test – 20 Marks PPT – 10 Marks Group Discussion – 10 Marks
9		HR Min Global perspective	Written Test – 20 Marks Case study – 10 Marks Presentation – 10 Marks
10		Organizational Development	Written est – 20 Marks Case Study – 10 Marks Home Assignment – 10 Marks
11		HR Min Services sector management	Written Test – 20 Marks Case Study – 10 Marks Presentation – 10 Marks
12		Human Resource Accounting & Audit	Written Test – 20 Marks Home Assignment – 10 Marks Presentation – 10 Marks
13		Operation Research	Written Test – 20 Marks Home Assignments – 10 Marks Board work – 10 Marks
14		Project work	Project Report – 20 Marks Internal Viva-voce – 20 Marks

Scheme of