

# **HSNC University, Mumbai**

**(The Cluster University established by Government of Maharashtra vide notification dated 30<sup>th</sup> October, 2019 under section 3(6) of Maharashtra Public Universities Act)**



## **Ordinances and Regulations**

**With Respect to**

**Choice Based Credit System (CBCS)**

**For the**

**Programmes**

**Under**

**The Faculty of Commerce & Management**

**With effect from the**

**Academic year 2020-21**



## HSNC UNIVERSITY, MUMBAI

### Board of Studies in Faculties of Commerce & Management

Board of Studies in Commerce and Management Subject

**1) Name of Chairperson/Co-Chairperson/ Coordinator: -**

- a) **Dr Rita Khatri** , Associate Professor, Department of Commerce H. R College., Mumbai- 400020, Email id: [khattririta@hrcollege.edu](mailto:khattririta@hrcollege.edu), Mobile No. 9324016060.
- b) **Prof Smarajit Padhe**, Assistant Professor, K.C College at K.C. College, Mumbai - 400020 Email id: [smarajit.padhi@kccollege.edu.in](mailto:smarajit.padhi@kccollege.edu.in), Mobile No. 7977676421.

**2) Two to five teachers each having minimum five years teaching experience amongst the full-time teachers of the Departments, in the relevant subject.**

- a) **Dr Jasbir Sodi** , Assistant Professor at H. R. College, Mumbai- 400020  
Email id: [jas.saj@rediffmail.com](mailto:jas.saj@rediffmail.com), Mobile No.: 9619136511
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- d) **Ms Kanu Priya Sharma**, Assistant Professor , at H.R College, Mumbai – 400020  
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- e) **Ms Shweta Singh** , Assistant Professor at H.R College, Mumbai – 400020 ,  
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**3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body;**

a.) **Dr Khushpat Jain** (HOD), Associate Professor at Sydenham College Mumbai

Email id: [ksjain2002@yahoo.com](mailto:ksjain2002@yahoo.com) Mobile No - 9867799797

**4) Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body;**

a) **Dr Hasina Sayed** (HOD), Associate Professor Jai Hind College. Email id: [hasina.sayed@jaihindcollege.edu.in](mailto:hasina.sayed@jaihindcollege.edu.in) Mob: 9819121250

b) **Dr Ketan Vira** , Dean and Associate Professor at GNVS Institute of Management, Mumbai. Email id [ketanvira@rediffmail.com](mailto:ketanvira@rediffmail.com) Mobile No : 9870551111

c) **Mr Akhilesh Rao** , Director Operations- Ezychain Logistics Pvt limited  
Email id: [raoakhil24@gmail.com](mailto:raoakhil24@gmail.com) Mobile No:9321498932

d) **Mr Rajiv Kalwani** , Vice President- Reliance Retail Ltd  
Email id: [rajivkalwani0204@gmail.com](mailto:rajivkalwani0204@gmail.com) Mobile No:9967613000

**5) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.**

a) **Geetika Bhatia** (Under Graduate student) H R College Email id [geetikabhatia58@gmail.com](mailto:geetikabhatia58@gmail.com) , Mobile no :9820783509

b) **Jeevika Sahajwani** (Under Graduate student) H R College Email id [jeevika.sahajwani@gmil.com](mailto:jeevika.sahajwani@gmil.com) Mobile no:9712917598

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Mobile no: 9769313965

# **HSNC University Mumbai**

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## **Ordinances and Regulations**

**With Respect to**

**Choice Based Credit System (CBCS)**

**For the**

**Programmes**

**Under**

**The Faculty of Arts and Commerce**

**With effect from the**

**Academic year 2020-21**

## Part I (Section – A)

**R. \*\*\*\*** : The Definitions Of The Key Terms Used In The Choice Based Credit System And Grading System Introduced From The Academic Year 2020-2021 Are As Under:

### **Outline of the Choice Based Credit System as outlined by the University Grants Commission:**

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
2. **Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

2.2 **Dissertation/Project:** An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to project work, and a candidate studies such a course on his own with advisory support by a teacher/faculty member is called dissertation/project. A Project / Dissertation work would be of 6 credits. A Project / Dissertation work may be given in place of a discipline-specific elective paper.

2.3 **Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, to seek exposure is called a Generic Elective.

Note: A core course offered in a discipline/subject may be treated as an elective by another discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

### **3. Ability Enhancement Courses (AEC):** The Ability Enhancement (AE)

Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement;

SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

#### **4. Choice Based Credit System (CBCS)**

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

#### **5. Honours Program**

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter-Disciplinary / Intra Disciplinary courses with Degree Program. Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.

A learner who joins Regular Undergraduate Program will have to opt for the Honours Program in the first year of the Program. However, the credits for honours, though divided across three years can be completed within three years to become eligible for award of Honours Degree.

#### **6. Program:**

A Program is a set of course that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of the study.

#### **7. Course:**

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e. there must be a common thread linking the various components of a course. Several linked courses considered together are in practice, a 'program'.

#### **8. Bridge Course:**

Bridge course is visualized as Pre semester preparation by the learner before the commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. Online content can be created for the Bridge Course Topics.

#### **9. Module and Unit:**

A course which is generally an independent entity having its own separate identity is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit.

#### **10. Self-Learning:**

**20% of the topics will be marked for Self-Learning.** Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline

resources including online lectures, videos, library, discussion forums, fieldwork, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be evaluated in real-time during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, handouts with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning will be defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

### **11. Credit Point:**

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures/counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully.

### **12. Credit Completion and Credit Accumulation:**

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria concerning a single course. Learner level of performance above the minimum prescribed level (viz. grades/marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

### **13. Credit Bank:**

A Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. Also, all the information regarding the number of Credits transferred to different programs or credit exemptions given may be stored with the individual's history.

### **14. Credit Transfer:**

(Performance transfer) When a learner completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

### **15. Course Exemption:**

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.

## **Part II (Section –B)**

**Note: The Ordinances and Regulations given below apply to Under Graduate Programmes of the University.**

**O\*\*\*\*\***

The minimum duration of the Under Graduate Programme will be of 3 years in the Semester pattern i.e. from Sem. I to Sem. VI.

The degree will be awarded to a learner who completes 120 credits of the programme in a period of 3 to 6 years from the year of enrolment to semester VI.

If a learner does not earn 120 credits in 12 semesters from the year of enrolment to semester I, he/she may at his/her option transfer his/her performance in the existing/new program after establishing an equivalence between old and new syllabus. Such a performance transfer will be decided by the Board of Studies / Ad-hoc Board / Ad hoc Committee of the concerned subject. The admission to the program will be governed by the existing rules

**O\*\*\*\*\* The fees for the transfer of credits or performance will be based on the number of credits that a learner has to complete for the award of the degree.**

**R \*\*\*\*** Credits earned at one institution for one or more courses under a given program will be accepted under another program either by the same institution or another institution either through Direct Performance Transfer or Course exemption.



**R\*\*\*\* The Scheme of Teaching and Examination:**

The Scheme of Teaching and Examination shall be divided into **TWO** components, **internal assessment and External assessment** (semester-end examination) for each course of the program.

The performance of the learners shall be evaluated in two components: Internal Assessment with 40% marks by way of continuous evaluation and by Semester End Examination with 60% marks by conducting the theory examination.

Internal Assessment: - It is defined as the assessment of the learners based on continuous evaluation as envisaged in the credit-based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.

**A). Internal Assessment – 40%**

**40 marks**

**1. For Theory Courses**

Sr. No.	Particulars	Marks
1	One class test / online examination to be conducted in the given semester	15 Marks
2	One assignment based on curriculum (to be assessed by the teacher Concerned	10 Marks
3	Self-Learning Evaluation	10 Marks
4	Active participation in routine class instructional deliveries	05 Marks

## 2. For Practical Courses

Sr. No.	Particulars	Marks	
1	Semester End Practical Examination	15 Marks	
	Journal		05 Marks
	Viva		05 Marks
	Laboratory Work		05 Marks
2.	One assignment/project with the class presentation to be assessed by teacher concerned	10 Marks	
	Presentation		05 Marks
	Written Document		05 Marks
3	Self-Learning Evaluation	10 Marks	
4	Active participation in routine class / Laboratory instructional deliveries	05 Marks	

### ➤ **Project and Assignment:**

- Project or Assignment, which can in the following forms
  - Case Studies
  - Videos
  - Blogs
  - Research paper (Presented in Seminar/Conference)
  - Field Visit Report
  - Presentations related to the subject (Moot Court, Youth Parliament, etc.)
  - Internships (Exposition of theory into practice)
  - Open Book Test
  - Any other innovative methods

### ➤ **Self-Learning Evaluation**

- 20% of the topics of the curriculum are learned by the student through self-learning using online/offline academic resource specified in the curriculum. hence 20% of the lectures shall be allocated for evaluation of students on self-learning topics.
- The identified topics in the syllabus shall be learnt independently by the students in a time-bound manner preferably from online resources. Evaluative sessions shall be conducted by the teachers and will carry 10 Marks.
- The self-learning topics can be evaluated into 3-4 student groups on the topics,

- Prescribe time duration (in days) for completion of each group of the topic and earmark self-learning evaluation lectures in the timetable. hence each group of the topic can be assigned 3 regular lectures for this evaluation for the entire class.

### **3 Sub Topics**

Each evaluative session shall carry 3 Marks (3 x 3 Units = 9 Marks). Students who participate in all evaluative sessions shall be awarded 1 additional Mark.

### **4 Sub Topics**

Each evaluative session shall carry 2.5 Marks (2.5 x 4 Units = 10 Marks).

- Evaluation of self-learning topics can commence in regular lectures assigned for self-learning evaluation in the timetable
- All students will actively participate in the presentation of each of the sub-topics.
- Suggestive Methods for Evaluation of Self-learning topics in lectures :
  - Seminars/presentation (PPT or poster), followed by Q&A
  - Objective questions /Quiz / Framing of MCQ questions.
  - Debates
  - Group discussion
  - You-Tube videos (Marks shall be based on the quality and viewership)
  - Improvisation of videos
  - Role Play followed by question-answers
  - Viva Voce
  - Any other innovative method

Student can be evaluated based on the quality of presentation, quality of q & a, the framing of the quiz, conduct of quiz, performance in debate etc

- Teachers can frame other methods of evaluation also provided that the method, duly approved by the college examination committee, is notified to the students at least 7 days before the commencement of the evaluation session and is forwarded for information and necessary action at least 3 days before the commencement of the evaluation session.

**SEMESTER END EXAMINATION:** - It is defined as the examination of the learners based on performance in the semester-end theory / written examinations.

**B. Semester End Examination- 60 %**

**60 Marks**

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
  - i.i There shall be four questions each of 15 marks.
  - i.ii All questions shall be compulsory with internal choice within the questions.
  - i,iii The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.



## **HSNC University, Mumbai**

(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

### **The Faculty of Commerce and Management**

For the programme

### **Bachelors of Management Studies**

**Curriculum– First Year Undergraduate Programmes**

**Semester-I and Semester -II**

# **INDEX**

## **SEMESTER -I**

1. Introduction to Financial Accounting
2. Business Law – I
3. Business Mathematics and Statistics – I
4. Information Technology
5. Foundation Course - I (Indian Society and State : Contemporary Issues)
6. Management Foundation
7. Micro Economics

## **SEMESTER -II**

1. Fundamentals of Business
2. Business Law II
3. Business Statistics II
4. Business Communication
5. Foundation Course - II (Human Personality and Society)
6. Business Environment
7. Macro Economics

## **Section -C**

### **Bachelor of Management Studies**

#### **Part 1- Preamble**

Bachelor of Management Studies or BMS is an undergraduate program for management studies. The course allows students to obtain the knowledge and skills needed to assume management positions in a wide range of organizations. The course of Bachelor of Management Studies at the undergraduate level embraces principles and activities in the core functional areas of business management. It also covers legal environment of business, information technology, globalization, economic integration and entrepreneurship.

The aim of the course is to provide learners with an opportunity, encouragement and the right literature/reference material to enable them to receive formal academic orientation with a tilt to look at the professional environment. The goal is to ensure that learners would not only be more effective but also be creative.

Management Studies program provides students with a solid foundation in the field of management and strategy designing. The electives allow students to develop deeper knowledge in specific areas of interest – finance, marketing, human resource management and management of global business. In addition to business management course, it will also equip students to understand how organizations work, how they are managed, and sensitize students towards national and international environments. Students centered learning focuses on skills and practices that enable lifelong learning and independent problem-solving

The new curriculum of Bachelor of Management Studies offer students' core papers that help build their foundation in the area of management. The choice of generic electives and skill enhancement courses enable students to pursue an area of their interest in the field of management. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

To comply with the education policy of Government of India, the syllabus includes Online Courses (OLC) which is available on NPTEL or SWAYAM portals under MOOCS programme being developed by MHRD. The online courses would inculcate the habit of self-study at their own pace by the students and also acclimatize them to future technologies of learning processes.

## **Programme Objectives:**

- To create and develop future managers and entrepreneurs for real world challenges
- To inculcate the knowledge and skills in the students to make them job ready and hold good profile in the corporate world
- To acquaint students about different management streams and its contribution towards the business objectives
- To provide practical exposure to the students through role plays, case studies , seminars industrial visits and interactive sessions and make them ready to take up future challenge in the competitive business environment

## **Course Objectives**

### **Semester I**

#### **UC-FMS-101**

##### **Introduction to Financial Accounting**

- Define bookkeeping and accounting
- Explain the general purposes and functions of accounting
- Explain the difference between management and financial accounting
- Describe the main elements of financial accounting information – assets, liabilities, revenue and expenses
- Identify the main financial statements and their purposes.

#### **UC- FMS-102**

##### **Business Law – I**

- The students will be able to understand how law is important in day to day life
- The students will be able to identify and understand various laws applicable to individual and business concerns
- The students will get elementary knowledge about process of various legal transactions that occurs in the business world
- The students will get knowledge of how to exercise their legal rights in case of breach / violation in transactions in the business world

#### **UC-FMS-103**

##### **Business Mathematics and Statistics – I**

- The subject fortifies the students to think logically and provide numerical output, which enables decision making.
- The subject enables problem solving where unbiased and non- judgemental outputs are desired in the form of concise numbers.
- The subject complements qualitative thinking where both are to be looked at, as two sides of a coin, prior to providing a solution to a problem.
- The subject provides a window for their further development into areas of analytics and big data.



## **UC-FMS-104**

### **Information Technology**

- To acquaint the students with the art of Professionalism which include professional style of making presentation using keyboard shortcuts and presenting the same to a large number of audiences.
- Documentation is another aspect where we want student to emphasize on how to select the correct format, layers and alignment in the documents,
- We also provide hands on working experience with working with spreadsheet (DATABASE ) basic skills in terms of Practical
- As far as theory student must be acquainted with the knowledge of Computer, software o SAP and some programming language Like Python

## **UC-FMS-105**

### **Foundation Course - I (Indian Society and State: Contemporary Issues)**

- To understand the pluralistic nature of Indian society.
- To sensitize the students about gender disparity in the society.
- To explain significance of human rights and understand the tenets of Indian Constitution.
- To create awareness about growing social and environmental problems in India.

## **UC- FMS- 106**

### **Management Foundation**

- To enable understanding of the basics of management. To ensure learning of how managers can attain maximum output by optimally utilizing resources (economic and non-economic).
- To enable learning about the essential elements of management i.e. POSDCORB : their features, need and importance.
- To enlighten the students as how management has evolved over period of time.
- To provide clarity to the students about organization's vision, mission, objectives and goals.
- To help students in understanding the integration of individual goals with the organizational goals.
- To update students with the kind of skills and organization structure and their role in creating a sustainable business.

## **UC-FMS-107**

### **Micro Economics**

- Students will be able to identify and explain economic concepts and theories related to the behavior of economic agents, markets, industry and firm structures, legal institutions, social norms, and government policies.

- Students will be able to integrate theoretical knowledge with quantitative and qualitative evidence in order to explain past economic events and to formulate predictions on future ones.
- Students will be able to evaluate the consequences of economic activities and institutions for individual and social welfare.
- Students will be able to identify the basic features of alternative representations of human behavior in economics.

## **Semester II**

### **UC- FMS-201**

#### **Fundamentals of Business**

- To provide students with an understanding of the nature of business activities
- To enable understanding of marketing environment within which organization's function.
- To ensure an understanding of human resource management business activities.
- To communicate importance of entrepreneurship.

### **UC- FMS – 202**

#### **Business Law- II**

- The students will be able to understand how law is important in day to day life
- The students will be able to identify and understand various laws applicable to individual and business concerns
- The students will get elementary knowledge about process of various legal transactions that occurs in the business world
- The students will get knowledge of how to exercise their legal rights in case of breach / violation in transactions in the business world

### **UC-FMS-203**

#### **Business Statistics -II**

- The students will be able to apply quantitative techniques in production, marketing and various other fields in the real world scenario
- This subject will empower the students to quantify data and analyse it for the purpose of research
- It will equip students in organisational decision making and choosing the best alternative under different situations
- It will also enable students to read statistical data and draw inferences from the same

## **UC-FMS-204**

### **Business Communication**

- To enhance interpersonal skills that contribute to satisfying personal, social and professional relationships
- To gain knowledge about channels and methods of communication and learn their applications
- To draft letters essential for business correspondence
- To acquire skills to handle interview questions, conferences, group discussions and meetings

## **UC-FMS-205**

### **Foundation Course - II (Human Personality and Society)**

- To understand the basic behaviour pattern of human personality.
- To comprehend group behaviour.
- To understand the issues of stress and stress management
- To develop an understanding of aspects of organizational behaviour and motivation.

## **UC – FMS – 206**

### **Business Environment**

- To help students in equipping and taking decisions in the business at the national and International level
- To scan the environment from the micro and macro point of view
- To build confidence amongst students with the changing trends in business

## **UC-FMS-207**

### **Macro Economics**

- Students will be able to identify and explain macroeconomic variables and understand the economic forces that influence and determine them.
- Students will be able to integrate theoretical knowledge with quantitative and qualitative evidence in order to explain past economic events and to formulate predictions on future ones.
- Students will be able to evaluate the consequences of economic activities and institutions at the macro level
- Students will be able to identify the basic features of alternative representations of human behaviour in economics.

#### **1. Process adopted for curriculum designing:**

The curriculum was designed in a stepwise manner, firstly the members of respective departments initially developed a draft syllabus on the basis of feedback obtained from various stakeholders and also analyzing the new trends in the subjects. The drafted syllabus were discussed with representatives from academia, industry experts and research institutions to assure that the syllabus is enriched in all the aspects.

## **2. Salient features, how it has been made more relevant.**

While designing of the syllabus, care has been taken to balance management process and techniques with entrepreneurship skills. The course would help the students to become practical, creative and skilled managers who are fully equipped to further organizations in sync with requirements of Industry. Micro and macroeconomic changes deeply affect businesses and strategic management plays an important role in dealing with these changes. Strategic and critical thinking is developed by studying concepts pertaining to all aspects of management and analyzing the linkages between the same.

## **3. Learning Outcomes.**

Management is a critical function for every organization, and students trained in management play this important role in organizations of every size and type. The skills, techniques, and theories acquired by the manager leads to jobs in business, government, and the non-profit sector. Students who plan to establish their own firms or to become part of a family owned firm may also pursue this course. This course shall help individuals learn to:

- motivate, lead, and develop others
- structure organizations capable of meeting both profit and social responsibility goals
- work well in accomplishing work individually and through others
- communicate accurately
- develop a strategic perspective on the organization and its parts

The primary objective of this programme is provide students with a sound theoretical base and exposure to current business challenges. This is essentially achieved through enhancing the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.

## **4. Input from stakeholders**

This syllabus was made with due consideration being given to all stakeholders and their valued suggestions. The various groups of stakeholders included were Industry representatives, Reputed academia, and brilliant students who have graduated from this program.

Some of the suggestions that were included were as follows:

1. Including entrepreneurship as module in First year to ensure that students have a experiential learning and understand the relevance of different types of Business Plans.
2. Including current business and trends and introduce the topic of Industry – 4.0
3. Exposure to the case studies in order to get experience of problem solving.
4. Revamp of evaluation pattern by making internal marking more practical. Learners to be assessed on their conceptual knowledge and applied component.

**Part 2: The Scheme of Teaching and Examination is as under:**

**Semester – I  
Summary**

<b>Sr. No</b>	<b>Choice Based Credit System</b>	<b>Subject Code</b>	<b>Subject Name</b>
1	Core Course ( <b>Management Studies</b> )	UC-FMS-106 UC-FMS-107	Management Foundation Micro Economics
2	Elective Courses	UC-FMS-101 UC-FMS-102 UC-FMS-103	Introduction to Financial Accounting Business Law – I Business Mathematics and Statistics -I
3	Ability Enhancement Courses (AEC)	US-FMS-104	Information Technology
4	Skill Enhancement Courses (SEC)	US-FMS-105	Foundation Course - I (Indian Society and State: Contemporary Issues)

**First Year Semester I Internal and External Detailed Scheme**

Sr. no	Subject Code	Subject Title	Units	S.L.	L	T	P	Credit	S.L.E	CT	AP	TA	SEE	Total Marks
1	UC-FMS-101	Introduction to Financial Accounting	4	20%	4	0	0	3	10	15	5	10	60	100
2	UC-FMS-102	Business Law – I	4	20%	4	0	0	3	10	15	5	10	60	100
3	UC-FMS-103	Business Mathematics and Statistics-I	4	20%	4	0	0	3	10	15	5	10	60	100
4	UC-FMS-104	Information Technology	4	20%	2	0	2	3	10	15	5	10	60	100
5	UC-FMS-105	Foundation Course - I (Indian Society and State: Contemporary Issues)	4	20%	3	0	0	2	10	15	5	10	60	100
6	UC-FMS-106	Management Foundation	4	20%	4	0	0	3	10	15	5	10	60	100
7	UC-FMS-107	Micro Economics	4	20%	4	0	0	3	10	15	5	10	60	100
Total Hours/ Credit								20	Total Marks				700	

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

## First Year Semester – I Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dit	Total Marks
1	UC-FMS-101	I	Introduction to Financial Accounting	15	60	3	100 (60+40)
		II	Accounting Transactions	15			
		III	Depreciation Accounting and Trial Balance	15			
		IV	Preparation of Final Accounts	15			
2	UC-FMS102	I	The Indian Contract Act, 1872 (General Contract) Part I	15	60	3	100 (60+40)
		II	The Indian Contract Act, 1872 (General Contract) Part II	15			
		III	Negotiable Instruments Act, 1881	15			
		IV	The Consumer Protection Act,1986	15			
3	UC-FMS-103	I	Elementary Financial Mathematics	15	60	3	100 (60+40)
		II	Derivatives and Applications of Derivatives	15			
		III	Introduction to Statistics, Measures of Central Tendency and Measures of Dispersion	15			
		IV	Correlation and Linear Regression	15			
4	UC-FMS-104	I	Microsoft Office (Part 1)	15	60	3	100 (60+40)
		II	Microsoft Office (Part II)	15			
		III	Database Management Systems	15			
		IV	Emerging Trends in Information Technology	15			
5	UC-FMS-105	I	Indian Society-Diversity	11	45	2	100
		II	Indian Constitution and Human	12			

			Rights				(60+40)
		III	Concept of Disparity	11			
		IV	Environmental Management	11			
6	UC-FMS-106	I	Nature of Management	15	60	3	100 (60+40)
		II	Planning and Decision Making	15			
		III	Organizing and Staffing	15			
		IV	Directing, leadership, co-ordination and controlling	15			
7	UC-FMS-107	I	Introduction to Micro-Economics	15	60	3	100 (60+40)
		II	Demand and Supply Analysis	15			
		III	Production decisions, Cost of Production and Revenue	15			
		IV	Market Structure: Short run and Long equilibrium of a complete line firm and of industry	15			
			Total			20	700

- **Lecture Duration – 48 Minutes**
- **For Subjects other than Foundation Course  
(60 Lectures equivalent to 48 hours)  
One Credit =16 hours**
- **For the subject of Foundation Course  
(45 lectures equivalent to 36 hours )  
One credit = 18 hours**

L: Lecture: Tutorials P: Practical Ct-Core Theory, Cp-Core Practical, SLE- Self learning evaluation CT-Commutative Test, SEE- Semester End Examination , TA- Teacher Assessment



### Part 3-Detailed Scheme

Curriculum Topics along with Self Learning Topics- To be covered through Self learning mode along with the respective Units. Evaluation of self learning topics to be undertaken before the concluding lectures instruction of respective units.

#### Financial Accounting- UC-FMS-101

##### Learning Outcomes

Students will revisit and strengthen fundamental accounting principles and processes, learn relevant accounting standards, accounting treatment for depreciation and other special transactions culminating in the preparation of financial statements of sole proprietorship in manufacturing concerns.

#### Course Code: UC-FMS-101

Unit	Content	No. of Lectures
I	<p style="text-align: center;"><b>Introduction</b></p> <p>Meaning and scope of accounting, Need and development, Definition, Book-keeping and Accounting, Persons interested in Accounting, Branches of Accounting, Objectives of Accounting.</p> <ul style="list-style-type: none"><li>1.1 Accounting Principles: Introductions to Concepts and Conventions.</li><li>1.2 Introduction to Indian Accounting Standards: (Meaning &amp; Scope)<ul style="list-style-type: none"><li>Ind AS 1: Presentation of Financial Statements</li><li>Ind AS 2 Inventories</li></ul></li><li>1.3 International Financial Reporting Standards (IFRS): Introduction</li><li>1.4 Accounting in Computerised Environment<ul style="list-style-type: none"><li>Introduction, Features and Application in various Areas</li></ul></li></ul>	15
II	<p style="text-align: center;"><b>Accounting Transactions</b></p> <ul style="list-style-type: none"><li>2.1 Accounting Transaction: Accounting cycle, journal, journal proper, ledgers and Posting, Subsidiary books (Purchase, Purchase Return, Sales, Sales Returns and Cash Book-Triple Column)</li><li>2.2 Treatment of Capital and Revenue</li><li>2.3 Bank Reconciliation Statement</li></ul>	15

III	<b>Depreciation Accounting and Trial Balance</b>	15
	3.1 Depreciation Accounting: Practical Problem based on Depreciation using SLM and RBM Methods as per Ind AS 16 3.2 Preparation of Trial Balance: Introduction and Preparation of Trial Balance	
IV	<b>Preparation of Final Accounts</b>	15
	4.1 Introduction to Final Accounts of a Sole Proprietor 4.2 Rectification of Errors 4.3 Manufacturing Accounts, Trading Account, Profit and Loss Account and Balance Sheet 4.4 Introduction to schedule III of Companies Act, 2013.	

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.2	Introduction to Indian AS
2	3.1	Depreciation Accounting

#### Online Resources

<a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a>
<a href="https://swayam.gov.in/nd2_cec20_mg16/preview">https://swayam.gov.in/nd2_cec20_mg16/preview</a>

#### Reference Books

- Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
- Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Financial Accounting by Lesile Chandwick, Pentice Hall of India AdinBakley (P) Ltd., New Delhi
- Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai
- Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi

- Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc
- Financial Accounting by Monga, J.R. Ahuja, Girish Ahuja and Ashok Shehgal, Mayur Paper Back, Noida
- Compendium of Statement and Standard of Accounting, ICAI
- Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Company Accounting Standards by Shrinivasan Anand, Taxman, New Delhi
- Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi
- Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi

### **Business Law- I UC-FMS-102**

#### **Learning Outcomes.**

- Role of law in economic, political and social context
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as employer
- Relevance of law to individuals, business and organization

**Course Code: UC-FMS-102**

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>I</b>	<p style="text-align: center;"><b>The Indian Contract Act, 1872 (General Contracts) Part I</b></p> <p>1.1 Definitions: Agreement, Kinds of Agreements, Contract-Kinds of Contracts: Valid, Void, Voidable, Contingent and Quasi Contract and E-Contract, Distinguish between Agreement and Contract.</p> <p>1.2 Offer or Proposal – Definition, Essentials of Valid proposal or offer, Counter offer, Standing or Open offer, distinguish between offer and Invitation to offer, Acceptance- Definition, Essentials of a Valid</p>	15

	<p>Acceptance, Promise.</p> <p>1.3 Communication of Offer and Acceptance and Revocation.</p> <p>1.4 Capacity to contract, Consent and Free Consent.</p> <p>1.5 Consideration and Void Agreements.</p>	
II	<p align="center"><b>The Indian Contract Act, 1872 (General Contracts) Part II</b></p> <p>2.1 Contingent Contract Quasi Contract and Its Types</p> <p>2.2 Performance of Contract Effects of Performance of Contract Time and Place of Performance of Contract, Time is Essence of Contract</p> <p>2.3 Discharge of Contract Remedies of Breach of Contract</p> <p>2.4 Liquidated Damages</p>	15
III	<p align="center"><b>Negotiable Instrument Act,1881</b></p> <p>3.1 Meaning and Characteristics of Negotiable Instrument, Operational Rules of Evidence –Presumptions, Classifications of Negotiable Instruments.</p> <p>3.2 Promissory Notes and Bills of Exchange: Essential Elements of Promissory Note and Bills of Exchange, Distinguish between Promissory Note and Bills of Exchange. Acceptor and Acceptance, Definition of Acceptor, Acceptance for Honour, Absolute and Qualified or Conditional Acceptance, Drawer, Drawee in case of Need Payee.</p> <p>3.3 Cheques, Types of Cheque and Penalties in case of Dishonour of certain cheques, Distinguish between Cheque and Bill of Exchange</p> <p>3.4 Miscellaneous Provisions: Holder, Holder in Due Course, Rights and Privileges of Holder in Due course Payment in Due Course, Maturity of an Instrument, Noting, Protest. Bills in Set</p>	15
IV	<p align="center"><b>The Consumer Protection Act ,1986</b></p> <p>4.1 Salient features, definition of consumers,</p> <p>4.2 Deficiency in service defects in goods,</p> <p>4.3 Consumer dispute and complaint</p>	15

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1.2	Offer acceptance free consent, capacity of contract breach of contract discharge of contract void contract
2	2.3	Discharge of contract by Performance and Breach of Contract
3	3.3	Types of cheques dishonor of cheques, holder in due course crossing of cheque discharge of liability

## Online Resources

<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201</a>

## Reference Books

- Indian Contract Act , Sale of Goods Act and Partnership Act – Desai T R – S C – Sarkar and sons
- The Negotiable Instruments Act – Khergamwala J S – N M Tripathy
- The Principles of Mercantile Law – Singh Avtar – Eastern Books Co.
- Elements of mercantile Law – N.D.Kapoor
- Business Law – P.C. Tulsian
- Business Law – SS Gulshan
- Indian contract Act – Dr.Avtar Singh
- Majumdar,P.K.(1992) Commentary on the Consumer protection Act, Prentice, New Delhi.

## Business Mathematics and Statistics- I UC-FMS-103

### Learning Outcome :

- It will enable students to apply basic mathematical techniques to daily walks of life
- It will enable students to understand how the finance industry carries out simple calculations
- It will empower students to understand the introduction to statistics and how averages are used to compute variables

### Course Code: UC-FMS-103

Unit	Content	No. of Lectures
I	<b>Elementary Financial Mathematics</b>  1.1 Simple & Compound interest: Interest Compounded once a year, more than once a year, continuous, nominal and effective rate of interest 1.2 Annuity – regular annuity present and future value, EMI – using flat interest rate & reducing balance method, perpetuity.	15

II	<b>Derivatives and Applications of Derivatives</b>	15
	<p>2.1 Functions: Algebraic functions and the functions used in business and economics, break even &amp; equilibrium point.</p> <p>2.2 Derivatives – Introduction &amp; Concept. Derivatives of a constant function, logarithmic functions, polynomial and exponential functions.</p> <p>2.3 Rules of Derivatives: addition, multiplication, quotient, chain rule</p> <p>2.4 Second order Derivatives</p> <p>2.5 Application of Derivatives: Increasing, decreasing functions, maxima, minima, use of applications of derivatives in economics</p>	
III	<b>Introduction to Statistics, Measures of Central tendency and Measures of dispersion</b>	15
	<p>3.1 Introduction: Statistics – Function /Scope, Importance, limitations. Primary and Secondary data (Sources &amp; Meaning), Classification and frequency distributions – discrete and continuous</p> <p>3.2 Measures of Central tendency: Mean (AM, weighted, combined), Median , quartiles , deciles, percentiles and locating these graphically Using Ogive, Mode (calculation &amp; Graphical using histograms), Comparative analysis of all measures.</p> <p>3.3 Meaning-Absolute &amp; relative measure of Dispersion , Types –Range, Quartile deviation , Mean Deviation, Standard deviation , coefficient of each method, skewness and kurtosis (concept only)</p>	
IV	<b>Correlation &amp; Linear regression</b>	15
	<p>4.1 Correlation : Concept and types, Scatter Diagram, Karl Pearson formula, Spearman’s rank correlation for repeated and non repeated ranks.</p> <p>4.2 Linear regression: Concept, Least square method, properties of regression equations.</p>	

**Self Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	2.1	Functions
2	2.4	Second Order Derivatives
3	3.1	Introduction to Statistics

**Online Resources**

<https://www.mooc-list.com/course/mathtrackx-differential-calculus-edx>

### Reference Books

- Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand
- Business Mathematics, J.K. Singh, 2009, Himalaya Publishing House.
- Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill
- Mathematics of Finance 2<sup>nd</sup> Edition Schaum's Tata McGrawHill
- Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
- Business Mathematics by Bari – New Literature publishing company, Mumbai
- Mathematics for Economics and Business, RS Bhardwaj, 2010, Excel Books
- Business Mathematics, Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Vikas Publishing House
- Statistics for Management Levin, Richard and David S. Rubin Prentice Hall of India.

### Information Technology – UC-FMS-104

#### Learning Outcomes:

- The above objective will help student to be a professional when it comes to working with the banking sector and corporates.
- There are well equipped with the hands-on skill for the Industry.
- We are making them professional in a way that one can be qualified to be a Literate in the Field of Information technology
- Student will gain basic knowledge of Software and hardware along with Microsoft office Skills
- Today we want our students to be market oriented so we have e module to know more about cyber-crime and technology with regards to handle misuse of internet

**Course Code : UC-FMS-104**

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
I	<p align="center"><b>Microsoft Office (Part 1)</b></p> <p><b>1.1) MS-WORD</b></p> <ul style="list-style-type: none"> <li>• Creating, Editing, Printing Documents</li> <li>• Page Layout, Formatting Text, Tab Setting, Paragraph Setting</li> <li>• Working with Tables, Clip Art, Graphics, Word-Art</li> <li>• Spelling &amp; Grammar, Thesaurus, AutoCorrect</li> <li>• Using Mail-Merge</li> </ul> <p><b>1.2) MS- PowerPoint</b></p> <ul style="list-style-type: none"> <li>• Creating presentation using master slide concept</li> <li>• Photo album</li> <li>• Adding timer to the presentation</li> <li>• Adding audio and video in presentation</li> <li>• Creating, Editing, Printing Presentations</li> <li>• Inserting excel in PowerPoint</li> <li>• Teary effect to an image</li> <li>• Slide Transition,</li> <li>• Slide Animation</li> <li>• Hyperlinks within Presentations</li> </ul>	15
II	<p align="center"><b>Microsoft Office (Part II)</b></p> <p>2.1 Basic Excel</p> <p><b>Excel basic</b></p> <ul style="list-style-type: none"> <li>• DATA TYPE (Arithmetic, Text, Date, Logical) Functions</li> <li>• Function : <ul style="list-style-type: none"> <li>○ -Arithmetic – Sum(), Average(), Count(), Min(), Max(), Round(), Int(),</li> <li>○ Text – Left(), Right(), Mid()</li> <li>○ Date – Date(), Month(), Year(), Day(), WeekDay(),today( )</li> <li>○ Logical – If(), Sumif(), sumifs( ), countifs() Countif(), And(), Or()</li> </ul> </li> <li>• LOOK UP FUNCTION : Vlook up , Hlook up ,lookup</li> <li>• Data Sorting &amp; Filtering</li> <li>• Linking worksheets</li> </ul>	20



	<b>2.2 Advanced Excel</b> <ul style="list-style-type: none"> <li>• 3 D Referencing, working with Multiple worksheets, linking workbook</li> <li>• Name range</li> <li>• Consolidate by position, Consolidate by category</li> <li>• Advanced Charting Techniques</li> <li>• Sparkline, Trendline</li> <li>• Concatenate Function</li> <li>• Sub total</li> <li>• WHAT IF ANALYSIS: goal seek , scenario analysis, data tables ,solver tool</li> <li>• DATA VALIDATION : Number Date and Time validation , Text and List Validation Custom Validation Dynamic Drop down list creation</li> <li>• PIVOT TABLE : Creating Simple Pivot Table ,Basic and Advanced Value Field Setting ,Classic Pivot Table</li> </ul>	
III	<b>Database Management Systems</b> <p>3.1 Database basics (Data, information)</p> <p>3.2 DBMS &amp; RDBMS Concepts and Terminologies</p> <p>3.3 Data and its types</p> <p>3.4 Type of key – Primary Key, Foreign Key and Relationships within tables</p> <p>3.5 Data Independence</p> <p>3.6 Entity-Relationship Database Model</p>	15
IV	<b>Emerging Trends in Information Technology</b> <p>4.1 Introduction to Systems, Applications &amp; Products in Data Processing (SAP)</p> <p>4.2 Introduction to Machine Learning and Artificial Intelligence</p> <p>4.3 Introduction to Python and some basic program</p>	10

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1	Microsoft Office (Basics of Word and Excel)
2	3	Basics of Data Base Management
3	4	Introduction to Machine Learning

### **Online Resources:**

<https://nptel.ac.in/courses/106/106/106106220/>

<https://www.mooc-list.com/course/machine-learning-clustering-retrieval-coursera>

<https://www.mooc-list.com/course/microsoft-office-fundamentals-outlook-word-and-excel-edx>

### **Reference Books**

- Fundamentals of Computers- Rajaram V- Prentice Hall
- Computers Today- Sanders, Donald- Mc Graw Hill
- Computers- Subramaniam N- wheeler
- Computers in Business- Saners D Mc Graw hills
- Woody Leonhard, using Microsoft Office , Pearson
- PC Software Made Simple-R.K.Taxali
- Office 2013 complete reference – Stephen L.Nelson
- Quick course in Micro-soft office – Joyce Cox, Polly Orban
- Mastering Office 2013 – GimiCouster
- Information Technology for Management, 6<sup>TH</sup> ED (With CD )
- By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
- Microsoft Office Professional 2013 Step by Step
- By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
- Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)

### **Foundation Course – I (Indian Society and State: Contemporary Issues )**

#### **UC-FMS-105**

#### **Learning Outcomes:**

- Enhanced understanding of current challenges and issues of Indian society.
- A sensitized approach towards social problems plaguing Indian society ability to address the same.
- Increased awareness towards environmental issues.

**Course Code: UC- FMS -105**

Unit	Content	No. of Lectures
I	<p align="center"><b>Indian Society – Diversity</b></p> <p>1.1. Concept of diversity and multiculturalism.</p> <p>1.2 Understand India’s social, cultural and regional diversity: ethnicity, religion, language.</p> <p>1.3. State policy, social acceptance and roadblocks towards appreciation and promotion of diversity.</p>	11
II	<p align="center"><b>Indian Constitution and Human Rights</b></p> <p>2.1. Philosophy , Features and Structure of the Constitution</p> <p>2.2. Fundamental Rights and Fundamental Duties.</p> <p>2.3. Human rights and day to day life.</p>	12
III	<p align="center"><b>Concept of Disparity</b></p> <p>3.1. Issues in gender inequality.</p> <p>3.2. Understand the issues of people with physical and mental disabilities.</p> <p>3.3. Social issues and disabilities.</p>	11
IV	<p align="center"><b>Environmental Management</b></p> <p>4.1. Meaning and relevance.</p> <p>4.2. Sustainable development: Meaning, concept and components.</p> <p>4.3 Environmental movements in India: Case studies</p>	11

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1	Cultural diversity
	2	Universal Declaration of Human Rights
	3	Gender differences and gender roles

4	Environmental Balance Sheet
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### Online Resources

<a href="http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQjVkrXFRVFI1Z3FwMDhobVIBMkZsYnFHZkh6OWFxcWo4VVAYUnJ1Nnhvcg15">http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQjVkrXFRVFI1Z3FwMDhobVIBMkZsYnFHZkh6OWFxcWo4VVAYUnJ1Nnhvcg15</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg/53">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg/53</a>
<a href="http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQjVkrXFRVFI1Z3FwMDhobVIBMkZsYURIMXB0bFBSZmEzRFpjL2lsN3VocA">http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQjVkrXFRVFI1Z3FwMDhobVIBMkZsYURIMXB0bFBSZmEzRFpjL2lsN3VocA</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module Ug.php/241">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module Ug.php/241</a>

### Reference Books

- Ahuja Ram (2014), *Social Problems in India*, Jaipur:Rawat Publication.
- Bennet, C.J. (1980), “The Morphology of Language Boundaries: Indo-Aryan and Dravidian in peninsular India”, *Journal of Borderland Studies*, Issue 3, Vol.16, Taylor and Francis.
- Chandra Bipan (1984), *Communalism in Modern India*, Delhi: Vikas Publishing House.
- Chatterjee Sushma (2000) *Indian Women from Darkness to Light*, Calcutta: Parumita Publications.
- Desai, A.R. (1959), *Social Background of Indian Nationalism*, Bombay: Popular Prakashan.
- Deshta Sunil, Kashyap Sunita (2014), *Fundamental Duties of Citizens*. Delhi: Regal Publications.
- Dubey S.C. (2018), ‘*Indian Society*’, National Book Trust.
- Furer Christoph Von-Haimendorf (1992), *Tribes of India The Struggle for Survival*, Berkely: University of California Press.
- Ganesh, Kamala, Thakkar (2005), “*Culture and the making of Identity in contemporary India*” Usha, Sage Publication, New Delhi,
- Harvey Carol P and Allard June M (2005), *Understanding and managing Diversity Readings Cases, and Exercises*; New Delhi: Prentice Hall of India.
- Joshi PC (1989), *Culture Communication and Social Change*, New Delhi: Vikas Publishing House.
- Managi and Kumar (2009), *The Economics of Sustainable Development: The Case of India*, New York: Springer.

- Pattanaik Bikram K (2006), *Social and Human Well Being Selected Perspectives*; Ambala: The Associated Press.
- Patra, A.D. (2010), *Infrastructure, Development and Regional Disparity: An interstate analysis*, Indian Economics Association , Deep and Deep Publications.
- Suresh Jayshree, Raghavan, B.S (2003), *Human Values and Professional Ethics*. New Delhi: S Chand

### Management Foundation - UC-FMS-106

#### Learning Outcomes

- It will make students better future managers and leaders.
- It will help students to improve their decision-making skills.
- It will create awareness amongst students about the complexities of the business and enable them to better tackle the issues and challenges of the organization .
- Students will be able to design better organizational structure, policies, processes and procedures in order to achieve the organizational objectives.
- Students will not only understand the essentials of management and functioning of the organization but will be also able to judge the needs, wants and motivation levels of their human resources, which will help them to align individual interest with the organizational requirement

#### Course Code: UC-FMS-106

SR.No	Modules/ Units	No. of Lectures
I	<b>Nature of Management</b> 1.1 Concept and significance of management 1.2 Role and skills of manager 1.3 Levels of management 1.4 Concept of POSDCORB 1.5 Henry Mintzberg Managerial roles 1.6 Evolution of management thoughts-contribution of F.W. Taylor, Henry Fayol 1.7 Contingency approach 1.8 Modern management theory -Peter Drucker.	15
II	<b>Planning and decision making</b> 2.1 Planning – meaning and importance 2.2 Elements of a plan	15

	2.3 Process of planning 2.4 Limitations of Planning 2.5 MBO, MBE, OGSM model 2.6 Decision making – meaning and importance 2.7 Process of decision making 2.8 Technique of decision making.	
III	<b>Organizing and Staffing</b> 3.1 Meaning and concepts of organizing 3.2 Structure of an organization (formal and informal, line and staff and matrix) 3.3. Advantages and limitations of organizing 3.4 Meaning of departmentation 3.5 Basis and significance of departmentation 3.6 Span of control: Meaning and theory 3.7 Factors affecting span of control 3.8 Centralization v/s decentralization 3.9 Delegation: Authority and responsibility relationship 3.10 Staffing: Importance 3.11 Sources of recruitment 3.12 Selection process	15
IV	<b>Directing, leadership, co-ordination and controlling</b> 4.1 Directing: Meaning of Directing 4.2 Process of directing 4.3 Meaning of Leadership 4.4 Styles of Leadership 4.5 Qualities of a good leader 4.6 Meaning and significance of motivation 4.7 Motivators 4.8 Co-ordination: Concept and importance 4.9 Controlling: Meaning 4.10 Process of Controlling 4.11 Techniques of Controlling	15

**Self -Learning topics (Unit wise)**

SR No	Unit	Topics
1	1.1	Concept and significance of management
2	1.6	Evolution of management thoughts-contribution of F.W.Taylor, Henry Fayol

3	2.1	Planning – meaning and importance
4	3.1	Meaning and concepts of organizing
5	4.3	Meaning of Leadership
6	4.5	Qualities of a good leader

### Online Resources

<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384</a> – (Select Evolution Theory and Elements of Management from drop down menu)
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384</a> (Select Elements of Planning from drop down menu)
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384</a> – (Select Organising Concept from drop down menu)
<a href="https://nptel.ac.in/courses/122/105/122105021/">https://nptel.ac.in/courses/122/105/122105021/</a> (Introduction to Leadership)
<a href="https://nptel.ac.in/courses/122/108/122108038/">https://nptel.ac.in/courses/122/108/122108038/</a> (Coordination)

### Reference Books:

- Principles and Practice of Management – L.M.Prasad , Sultan Chand and Sons
- Essentials of Management , Koontz II & W , Mc. Grew Hill , New York
- Essentials of Management –Harold Koontz and Heinz Welhrich Tata Mc Grew Hill Publishing Company Limited , New Delhi
- Principles of Management-Text and Cases –Dr..M.SakthivelMurugan, New Age Publications

### Micro Economics- UC-FMS-107

#### Learning Outcome

- It will enable students to study how demand and supply works at the micro level
- It will enable them to understand what are the various costs of production and revenues
- Students will be able to understand markets and their equilibrium
- It will enable students to understand how prices are determined

**UC-FMS-107**

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
<b>I</b>	<p style="text-align: center;"><b>Introduction to Micro-Economics</b></p> <p>1.1 Scope and importance of business</p> <p>1.2 Basic tools: Opportunity Cost Principle, Incremental and Marginal concepts, Present and Future value, production possibility curve. Basic Economic Relations functional relations use of Marginal Analysis in decision making.</p> <p>1.3 Difference Between Micro and Macroeconomics</p>	15
<b>II</b>	<p style="text-align: center;"><b>Demand and Supply Analysis</b></p> <p>2.1 Demand function: Meaning, significance determinants types. Variation and change in demand. Measurement of elasticity of demand (price elasticity, income, cross and promotional) Uses of elasticity. Relationship between elasticity of demand and revenue concepts. Consumer surplus</p> <p>2.2 Supply function Meaning, significance determinants types. Variation and change in supply. Producer Surplus.</p> <p>2.2 Demand Estimation and forecasting Meaning and Significance methods of demand estimation survey and statistics method (only theory)</p> <p>2.3 Case Studies and numerical on Elasticity.</p>	15
<b>III</b>	<p style="text-align: center;"><b>Production decisions, Cost of Production and Revenue</b></p> <p>3.1 Production Function: Meaning, types</p> <p style="padding-left: 20px;">a. Short Run Analysis with law of Variable Proportions.</p> <p style="padding-left: 20px;">b. Isoquants, ridge lines and least cost combination of inputs.</p> <p style="padding-left: 20px;">c. Long Run Production Function: Law of Returns to scale expansion path. Economics and Diseconomies of scale. Economics of scope.</p> <p>3.2 Cost Concepts Accounting and economics cost, implicit and explicit cost, fixed and variable cost. Total, average and marginal cost. Cost output relationship in the short run and long run. LAC and learning curve. Break Even Analysis</p> <p>3.3 Revenue concepts: Types Average, marginal and total revenue (under perfect and imperfect competition)</p> <p>3.4 Profit concepts Supernormal, Normal, loss.</p> <p>3.5 Numericals on output, cost, revenue and profit</p>	15



IV	<b>Market Structure: Short run and Long equilibrium of a complete line firm and of industry</b>	15
	<p>4.1 Monopoly Short run and long equilibrium of the firm. Price Discrimination. Dumping (only theory)</p> <p>4.2 Monopolistic competition Equilibrium of the firm in short run and long run, role of advertisement</p> <p>4.3 Oligopoly Features, collusive and Non collusive Oligopoly. Price rigidity, kinked demand curve, cartel and price leadership models.</p> <p>4.4 Perfect Competition Equilibrium of the firm in short run and long run</p>	

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1.3	Difference between Micro and Macro Economics
2	3.2	Break even analysis

**Online resources**

<a href="https://nptel.ac.in/courses/110/105/110105075/">https://nptel.ac.in/courses/110/105/110105075/</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/720">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/720</a>
<a href="https://nptel.ac.in/courses/110/105/110105075/">https://nptel.ac.in/courses/110/105/110105075/</a>

**Reference Books**

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)
- Hirchey .M., Managerial Economics, Thomson South western (2003)
- Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
- Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)

- Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint) • Samuelson & Nordhaus.: Economics (Tata McGraw Hills, New Delhi, 2002)
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi, 2004)

## Part 4 – The Scheme of Teaching and Examination

### Semester – II Summary

<b>Sr. No.</b>	<b>Choice Based Credit System</b>	<b>Subject Code</b>	<b>Subject Names</b>
1	Core Course ( <b>Management Studies</b> )	UC-FMS-206, US-FMS-207	Business Environment Macro Economics
2	Elective Courses	UC-FMS-201 UC-FMS-202 UC-FMS-203	Fundamentals of Business Business Law- II Business Statistics- II
3	Ability Enhancement Courses (AEC)	US-FMS-204	Business Communication
4	Skill Enhancement Courses (SEC)	US-FMS-205	Foundation Course – II (Human Personality and Society)

**First Year Semester II Internal and External Detailed Scheme**

Sr. No.	Subject Code	Subject Title	Periods Per Week						Credits	S.L.E	Internals				Total Marks
			Units	S.L.	L	T	P	CT			AP	TA	SEE		
1	UC-FMS-201	Fundamentals of Business	4	20%	4	0	0	3	10	15	5	10	60	100	
2	UC-FMS-202	Business Law II	4	20%	4	0	0	3	10	15	5	10	60	100	
3	UC-FMS-203	Business Statistics -II	4	20%	4	0	0	3	10	15	5	10	60	100	
4	UC-FMS-204	Business Communication	4	20%	4	0	0	3	10	15	5	10	60	100	
5	UC-FMS-205	Foundation Course - II (Human Personality and Society)	4	20%	3	0	0	2	10	15	5	10	60	100	
6	UC-FMS-206	Business Environment	4	20%	4	0	0	3	10	15	5	10	60	100	
7	UC-FMS-207	Macro Economics	4	20%	4	0	0	3	10	15	5	10	60	100	
Total Hours /Credit									20		Total Marks				700

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

**First Year Semester – II Units – Topics – Teaching Hours**

<b>S. N</b>	<b>Subject Code</b>	<b>Subject Unit Title</b>		<b>Lect ures</b>	<b>Total No. of lectures</b>	<b>Cre dit</b>	<b>Total Marks</b>
<b>1</b>	UC-FMS-201	I	Introduction to marketing	15	60	3	100 (60+40)
		II	Overview of financial system	15			
		III	Introduction to Human resource Management	15			
		IV	Entrepreneurship	15			
<b>2</b>	UC-FMS-202	I	The Indian Contract Act 1872,(Special Contract) (Part I)	15	60	3	100 (60+40)
		II	The Indian Contract Act 1872(Special Contract) (Part II)	15			
		III	Laws related to compensation management	15			
		IV	The Sale of Goods Act,1930	15			
<b>3</b>	UC-FMS-203	I	Time Series and Index Numbers	15	60	3	100 (60+40)
		II	Probability and Probability Distributions	15			
		III	Normal Distribution and Hypothesis Testing	15			
		IV	Decision Theory	15			
<b>4</b>	UC-FMS-204	I	Theory of Communication	15	60	3	100 (60+40)
		II	Corporate grooming and Etiquettes	15			
		III	Personality Enhancement	15			
		IV	Business Writing and language	15			

5	UC-FMS-205	I	Understanding Human Personality	11	45	2	100 (60+40)
		II	Introduction to Group Behaviour	11			
		III	Conflict of motives and Stress Management	12			
		IV	Organization Culture and Motivation	11			
6	UC-FMS-206	I	Introduction to Business Environment	15	60	3	100 (60+40)
		II	Political and Legal Environment	15			
		III	Social and Cultural Environment, Technological environment and Competitive Environment	15			
		IV	International Environment	15			
7	UC-FMS-207	I	Macroeconomics: Meaning, Scope and Importance	15	60	3	100 (60+40)
		II	Money Inflation and Monetary Policy	15			
		III	Constituents of Fiscal Policy	15			
		IV	Open Economy: Theory and Issues of International Trade	15			
			Total			20	700

- **Lecture Duration – 48 Minutes**
- **For Subjects other than Foundation Course**  
(60 Lectures equivalent to 48 hours)  
**One Credit =16 hours**
- **For the subject of Foundation Course**  
(45 lectures equivalent to 36 hours )  
**One credit = 18 hours**

L: Lecture: Tutorials P: Practical Ct-Core Theory, Cp-Core Practical, SLE- Self learning evaluation CT-Commutative Test, SEE- Semester End Examination , TA- Teacher Assessment

## Fundamentals of Business - UC-FMS-201

### Learning Outcomes:

- Students will get an overview on the managerial and entrepreneurial concepts which will be helpful for them in the future
- The program seeks to develop in students the competencies and attitude in playing the various roles in the business world
- Students will get a clarity to take the specialization subject in the next semester as per their area of interest

### Course Code : UC-FMS-201

Sr. No.	Modules/units	No. of Lectures
I	<b>Introduction to marketing</b> 1.1 Introduction to marketing: definition 1.2 Features, advantages and scope of marketing 1.3 4P's and 7P's of Marketing 1.4 Marketing vs selling 1.5 Latest trends in marketing: E-marketing, M-marketing, social media marketing, societal and relationship marketing	15
II	<b>Overview of financial system</b> 2.1 Introduction of financial system 2.2 Overview and functions of financial system 2.3 Evolution of financial systems 2.4 Structure of Indian financial system 2.5 Financial Sectors reforms in India	15
III	<b>Introduction to Human resource management</b> 3.1 Role and functions of Human resource management 3.2 HRIS 3.3 Latest trends in HRM 3.4 Changing environment of HRM- globalization, cultural	15

	<p>environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement</p> <p>3.5 Work life balance</p> <p>3.6 Training: Concept and Process</p>	
IV	<p><b>Entrepreneurship</b></p> <p>4.1 Concepts and importance of Entrepreneurship</p> <p>4.2 Factors contributing to growth of Entrepreneurship</p> <p>4.3 Entrepreneur and intrapreneur</p> <p>4.4 Qualities and skills of an Entrepreneur</p> <p>4.5 Entrepreneurship as a career option</p> <p>4.6 Development of business Entrepreneurship</p> <p>4.7 Entrepreneurship and economic development</p> <p>4.8 Entrepreneurial ecosystem- Introduction to concepts - bootstrapping, Venture capitalists, Angel investors, crowd funding, incubation center.</p>	15

#### Self learning topics (Unit wise)

Sr No.	Unit	Particulars
1	1	Introduction to marketing: definition
2	2	Overview and functions of financial system
3	3	Role and functions of Human resource management
4	4	Qualities and skills of an Entrepreneur



### Online Resources

[http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_pg.php/389](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/389)

(Select Concept, Significance and nature of business environment from drop down menu)

[http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_ug.php/199](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/199) (select fundamentals of Entrepreneur and fundamentals of Entrepreneurship from drop down menu)

[http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_ug.php/221](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/221) (Select Introduction to Marketing from drop down menu)

[http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_ug.php/240](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/240) (Select Meaning, Importance and Role of HRM in Business and important functions)

<https://nptel.ac.in/courses/110/105/110105121/> (Select Introduction to Financial System from drop down menu)

### Reference Books

- Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson, [Chapter 2,3,9] Kotler, P. & Keller, K. L.: Marketing Management, Pearson. – [Chapter 1,23].
- Financial Management: Text Problem and Cases, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd.
- Financial Management: Theory, Concepts and Problems with excel applications and case studies, 6th revised edition Dr. R. S. Rustagi, Taxmann.
- Fundamentals of Financial Management: with Excel application supplement, Surender Singh and Rajeev Kaur, Mayur Paperbacks.
- Dessler Gary, Warkkey Biju- Human Resource Management, Pearson.
- Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons.
- Chhabra T.N-Human Resource Management Concept & Issues, Dhanpat Rai and company.
- Entrepreneurial Development by S.S. Khanka, S. Chand and Company Pvt. Ltd., New Delhi
- Dynamics of Entrepreneurship by Vasanta Desai, Himalaya Publishing House, Mumbai
- Entrepreneurship and Small Development Business Management by C.B. Gupta and S.S. Khanka, Sultan Chand and Sons, New Delhi
- Entrepreneurship by David H. Holt, PHI Learning Pvt. Ltd., New Delhi

## Business Law II - UC-FMS-202

### Learning Outcomes.

- Role of law in economic, political and social context
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as employer
- Relevance of law to individuals, business and organization

### Course Code: UC-FMS-202

Unit	Content	No. of Lectures
I	<p style="text-align: center;"><b>The Indian Contract Act ,1872(Special Contract) (Part I)</b></p> <p>1.1 Definitions of Contract of Indemnity, Object, Essentials, Rights of Indemnity Holder</p> <p>1.2 Definitions of Contract of Guarantee Essentials, Difference between Contract of indemnity and Contract of Guarantee, Kinds Guarantee, Revocation of Continuing Guarantee, Circumstances under which surety is not discharged, Rights of Surety</p>	15
II	<p style="text-align: center;"><b>The Indian Contract Act ,1872(Special Contract) (Part II)</b></p> <p>2.1 Contract of Bailment, Essentials of Bailment, Types of Bailment, Rights of Bailor, Duties Bailor, Rights of Bailee, Duties of Bailee, Lien, Pledge,</p> <p>2.2 Contract of Agency, Method of Creating an Agency, Rules Governing Ratification, Relationships between principal agent and sub-agent, Rights of an agent, Personal Liability of an Agent, Termination of Agency</p>	15
III	<p style="text-align: center;"><b>Laws Related to Compensation Management</b></p> <p>3.1 Workmen Compensation Act 1923: Introduction: The doctrine of assumed risk, the doctrine of common employment, the doctrine of contributory negligence definitions, employer's liability compensation Rules as to compensation</p> <p>3.2 Payment of Bonus Act,1965: Definition, objectives of the act, power of exemption, determination of bonus, inspector, penalties &amp; offences</p> <p>3.3 Payment of Gratuity Act,1972: Definition, objectives of the act, payment of gratuity, forfeiture of gratuity, nominations, determination of amount of gratuity, inspector, obligation of rights of employer and employee</p>	15

IV	<b>Sale of Goods Act ,1930</b>	15
	4.1 Introduction, Definitions, Formalities of the Contract of Sale, Distinction between ‘Sale’ and ‘Agreement of Sell’, Distinction between ‘Sale and Hire-Purchase Agreement’.	
	4.2 Conditions and Warranties	
	4.3 Transfer of Property as between the Seller and the Buyer	
	4.4 Rights of an Unpaid Seller	
	4.5 Auction Sale	

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Indemnity and Guarantee
2	2	Bailment and Pledge
2	4	Condition and Warranties, Unpaid Seller Rights

#### Online Resources

<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/201</a>

#### Reference Books

- Industrial and Labour Laws, Dr. Sanjeev Kumar, Bharat Law HP Ltd
- Labour and Industrial Laws, S.N Misra, Central Law Publication
- Labour and Industrial Laws, P.K.Padhi, Eastern Economy Edition
- Commercial and Industrial Law, S.K. Dasgupta, Sterling Publishers Pvt. Ltd
- Industrial Law, Mr. N.D. Kapoor, Sultan Chand
- Employee’s Provident Fund, Chopra D.S, Labour Law Agency
- Industrial Law, Mr. P.L. Mallick, Sultan Chand • Essence of Personnel Management and Industrial Relations, Cowling, Prentice – Hall
- Indian Contract Act, Sale of Goods Act and Partnership Act – Desai T R – S C – Sarkar and sons

## Business Statistics- II UC – FMS-203

### Learning Outcome :

- It will enable students to apply quantitative techniques to research, finance and several other fields
- Students will be able to predict future variables using the past
- Students will be able to make assumptions about relationship between variables and prove them

### Course Code: UC – FMS-203

Unit	Content	No. of Lectures
I	<p style="text-align: center;"><b>Time Series and Index Numbers</b></p> <p>1.1 Time Series: Moving average method, Fitting a straight line method. 1.2 Index numbers: Simple (unweighted), aggregate method, weighted aggregate method, Simple average of price relatives, chain base index numbers, base shifting, splicing and deflating, cost of living index number</p>	15
II	<p style="text-align: center;"><b>Probability and Probability Distributions</b></p> <p>2.1 Introduction to Permutations &amp; Combinations 2.2 Probability: Concept of sample space, concept of event, definition of probability, addition and multiplication laws, conditional probability, Baye's theorem, Expectation &amp; Variance 2.3 Binomial distribution</p>	15
III	<p style="text-align: center;"><b>Normal distribution and Hypothesis testing</b></p> <p>3.1 Normal Distribution 3.2 Hypothesis testing: Define Population and sample mean &amp; variance, level of significance, test statistic, p value and statistical significance, Errors in testing, test statistic, p-value, statistical significance, Z-test - One and two tailed, Student's t- test.</p>	15
IV	<p style="text-align: center;"><b>Decision theory</b></p> <p>4.1 Decision Environments – Risk &amp; Uncertainty. Payoff Table, Regret Table 4.2 Decision Making under Uncertainty, Maximin &amp; Maximax Criteria, Minimax Regret Criterion , Laplace Criterion , Hurwicz Criterion 4.3 Expected Monetary Value Criterion. Expected Value of Perfect Information (E.V.P.I), Expected Opportunity Loss (E.O.L) 4.4 Decision Trees</p>	15

**Self-Learning topics (Unit wise):**

<b>Sr. No</b>	<b>Unit</b>	<b>Topic</b>
1	1.1	Time series
2	2.1	Permutations and Combinations

**Online Resources**

<a href="https://nptel.ac.in/courses/111/102/111102111/">https://nptel.ac.in/courses/111/102/111102111/</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/234">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/234</a>

**Reference Books**

- Basic Business Statistics: Concepts and Applications Berenson and Levine Prentice Hall.
- Statistics: Concepts and Applications Frank , Harry and Steven C. Althoen,
- Statistical Methods Gupta, S.P., and Archana Gupta, Sultan Chand and Sons, New Delhi.
- Lectures in Business Statistics ,Dhingra, I.C., and M.P. Gupta Sultan Chand
- Fundamentals of Statistics'', Gupta, S.C Himalaya Publishing House.

## Business Communication UC – FMS-204

### Learning Outcomes

- Enhance listening, speaking, reading and writing skills to meet the challenges in the business environment
- Understand the importance of communication methods and channels in order to successfully use them in professional settings
- Understand and demonstrate the use of basic and advanced writing techniques
- Confidently participate in meetings, conferences, interviews and group discussions

### Course Code: UC – FMS-204

Sr. No.	Modules/Units	No. of Lectures
1.	<p><b>Theory of communication</b></p> <p>1.1. Concept of Communication: meaning, definition, objectives, process, emergence and impact of technological advancements on communication</p> <p>1.2. Channels of Communication: formal and informal, vertical, horizontal, diagonal, grapevine</p> <p>1.3. Methods and Modes of Communication: verbal and non- verbal</p> <p>1.4. Barriers to Communication: physical barriers, language barriers, socio-cultural barriers, psychological barriers</p> <p>1.5. Listening: importance of listening skills, cultivating good listening skills</p>	15
2	<p><b>Corporate grooming and Etiquettes</b></p> <p>2.1 Self-Management and Personality Development</p> <p>2.2 Presentation: Principals of Effective Presentation, Effective use of various audio-visual aids</p> <p>2.3 Interviews: Group Discussion, Types of Interviews, Preparing for an Interview</p> <p>2.4 Meetings and Conferences: Need and Importance of Meetings and Conferences, Role of Chairperson and Participants, Drafting of Notice, Agenda and Resolutions</p> <p>2.5 Corporate Etiquette: Dining etiquette, Telephone etiquette, Office etiquette, Meeting etiquette, Business card etiquette</p>	15
3.	<p><b>Personality Enhancement</b></p> <p>3.1 The Art of Public Speaking: Overcoming Stage Fear</p> <p>3.2 Voice Modulation</p> <p>3.3 Personality Grooming: Personal Branding – Importance, Strategies, Steps to build powerful personal brand</p>	15

	3.4 First Impression – Power of Personal Appearance 3.5 Vocabulary Enhancement	
4.	<b>Business writing and Language</b>  4.1 Theory of Business Letter Writing: Parts, Structure, Layout of Letters- (Full block, Modified Block, Semi- Modified Block) 4.2 Resume Writing and Job Application Letter 4.3 Personnel Correspondence: Statement of Purpose, Letter of Acceptance of Job-offer, Letter of Resignation, Letter of Appreciation, Letter under Right to Information Act (RTI) 4.4 Reports: Parts, Types, Feasibility report, Investigative report 4.5 Summarization: Identification of main and supporting sub points, Presenting these in a cohesive manner 4.6 Email Writing 4.7 Business Proposal	15

#### Self-Learning topics (Unit wise):

Sub- unit	Topic
1.1	Impact of technological advancements on communication
4.5	Summarization: identification of main and supporting sub points, presenting these in a cohesive manner
4.7	Business Proposal

#### Online Resources

<a href="https://files.eric.ed.gov/fulltext/ED557272.pdf">https://files.eric.ed.gov/fulltext/ED557272.pdf</a>
<a href="https://2020science.org/2009/04/07/communication-science-and-technology-in-a-connected-world/">https://2020science.org/2009/04/07/communication-science-and-technology-in-a-connected-world/</a>
<a href="https://nptel.ac.in/content/storage2/courses/121106007/Assignments/Assignment%201.pdf">https://nptel.ac.in/content/storage2/courses/121106007/Assignments/Assignment%201.pdf</a>
<a href="http://www.laspositascollege.edu/raw/summaries.php">http://www.laspositascollege.edu/raw/summaries.php</a>
<a href="https://www.youtube.com/watch?v=-zgKOguRrRs">https://www.youtube.com/watch?v=-zgKOguRrRs</a>
<a href="https://youtu.be/mozVzcNZMG0">https://youtu.be/mozVzcNZMG0</a>

## Reference Books

- Modern Business correspondence by Grlside,LE,McDonald and Evans Ltd,Plymouth,1980
- The Art of Interview by James Storey,Create Space Publishing, 2016
- Business Communication by Ramesh Tiwari,Pointer Publication, Jaipur,2006
- “What is public relations?” by Roos,Dave,SAGE,New York ,2014
- Effective Communication Made Simple by Eyre,E.C,Rupa and Co.,Calcutta-1985
- Making Meetings work by Barkar,Alan, Sterling Publications Pvt Ltd,New Delhi,1993
- Excellence in Public Relations and communications management edited by James E Grunig,Lawrence Erlbaum Associates Hillsdale,NJ1992
- How to Interview and be interviewed by Brown,Michele and Gyles Branderth,Sheldon Press London 1994
- Business Communication II by Mukhta M Jacob, Chippy S Bobby,Shefali Naranje,Himalaya Publishing House,2008
- Effective Academic Writing bySavage,Alice,Oxford OUP,2005
- Communication in Organization by Fisher,Dalmar,Jaico Publishing House,Delhi 1999
- The Essence of Effective Communication by Ludlaw,Ron,Prentice,New Delhi,1995
- The Right Way to conduct Meetings, conferences and Discussions by HM Taylor and AG Mears,Elliot Right Way Books,1994



## Foundation Course - II (Human Personality and Society) - UC-FMS – 205

### Learning outcomes:

- The subject will enable the students to appreciate the importance of understanding self and group behaviour.
- Students will understand the importance of team and how team building contributes to the success of the organization.
- Leadership qualities and motivating factors relevant to human beings will be understood well.

### Course Code: UC-FMS – 205

Unit	Content	No. of Lectures
I	<b>Understanding Human Personality</b> 1.1. Meaning and types of personality. 1.2. Agents of socialization: Family, school, peers, reference group, media and nation. 1.3. Thinking styles and theories of learning and factors influencing individual perception.	11
II	<b>Introduction to group behavior</b> 2.1. Group dynamics – types and group behavior model. 2.2. Team building – types and features 3.3. Leadership – styles of leadership and qualities of a good leader.	11
III	<b>Conflict of motives and stress management</b> 3.1 Conflict of motives: Types, causes and effects. 3.2 Resolution of conflict and conflict management 3.3 Understanding and managing stress: Types, causes, effects and coping mechanisms.	12

IV	<b>Organizational culture and motivation</b>	11
	4.1. Organizational culture: characteristics, types, functions.	
	4.2. Ways of creating and maintaining effective organizational culture.	
	4.3. Concept and theories of motivation.	

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1	Understanding Self and self-image
2	2	Effective Group Communication
3	3	Reaction to Stress
3	4	Barriers of organizational culture: Issues in health and hygiene

**Online Resources**

<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/229">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/229</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384</a>
<a href="http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQW80NGF1cy90MHk5dmQyUTVwVkvwY2tSTEVURytPMjhzUnpFUUpnY3ArNQ">http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQW80NGF1cy90MHk5dmQyUTVwVkvwY2tSTEVURytPMjhzUnpFUUpnY3ArNQ</a>
<a href="http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQW80NGF1cy90MHk5dmQyUTVwVkvwY200NXILT0lhT29zUm12Y1Nma3NIVg">http://ndl.iitkgp.ac.in/document/QUFaeXV6Um80MWE2ampEOTNJZEIGQW80NGF1cy90MHk5dmQyUTVwVkvwY200NXILT0lhT29zUm12Y1Nma3NIVg</a>
<a href="https://nptel.ac.in/courses/121/105/121105009">https://nptel.ac.in/courses/121/105/121105009</a>
<a href="https://freevideolectures.com/course/4807/nptel-stress-">https://freevideolectures.com/course/4807/nptel-stress-</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384</a>

### **Reference Books**

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- K. Aswathappa, Organisational behaviour, Himalaya Publishing House.
- Koontz, Harold, Essentials of Management, Tata McGraw-Hill.
- Robbins, Stephen T. Robbins, Timothy A. Judge, Hasahm, Elham S. Organisational Behaviour, Prentice Hall.
- Suresh Jayshree, Raghavan, B.S. (2003), Human Values and Professional Ethics, New Delhi: S Chand.
- John W. Newstrom and Keith Davis, Organisational Behaviour, Tata McGraw-Hill

## Business Environment - UC – FMS- 206

### Learning Outcome :

- Students will know the concept of business environment and factors influencing the environment
- Students will have a fair understanding of the Business
- Students will get to learn the latest trends in the Business

### Course Code: UC – FMS- 206

Sr. No	Modules/units	No. of Lectures
I	<p style="text-align: center;"><b>Introduction to Business Environment</b></p> <p>1.1 Business: Meaning and Definition</p> <p>1.2 Nature and Scope of Business</p> <p>1.3 Types of Business Organizations</p> <p>1.4 Business Environment: Meaning, Characteristics, Scope and Significance</p> <p>1.5 Components of Business Environment - Micro and Macro Environment: Definition, Differentiation</p> <p>1.6 Analysis of Business Environment, SWOT Analysis.</p> <p>1.7 Introduction to Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity</p> <p>1.8 External Environment: Micro Environment Firm, customers, suppliers, distributors, Competitors, Society</p> <p>1.9 Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)</p> <p>1.10 Environment analysis: Importance and Factors</p> <p>1.11 PESTEL and SWOC analysis</p> <p>1.12 Latest Trends in Business- Big data, Data analytics, Introduction to Industry 4.0, VUCA</p>	15
II	<p style="text-align: center;"><b>Political and Legal Environment</b></p> <p>2.1 Political Institutions: Legislature, Executive, Judiciary Role of government in Business Legal framework in India</p> <p>2.2 Economic environment: economic system and economic policies</p> <p>2.3 Concept of Capitalism, Socialism and Mixed Economy</p>	15

	2.4 Impact of business on Private sector, Public sector and Joint sector 2.5 Sun-rise sectors of India Economy. Challenges of Indian economy.	
III	<p align="center"><b>Social and Cultural Environment, Technological environment and Competitive Environment</b></p> <p>3.1 Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact,</p> <p>3.2 Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business</p> <p>3.3 Technological environment: Features, impact of technology on Business</p> <p>3.4 Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</p>	15
IV	<p align="center"><b>International Environment</b></p> <p>4.1 GATT/ WTO: Overview on GATT</p> <p>4.2 Functions of WTO, Pros and Cons of WTO , TRIPS &amp; TRIMS and other agreements</p> <p>4.3 Globalization: Meaning, Nature and stages of Globalization, features of Globalization,</p> <p>4.4 Foreign Market entry strategies, LPG model</p> <p>4.5 MNCs: Definition, meaning, merits, demerits, MNCs in India</p> <p>4.6 FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,</p> <p>4.7 Challenges faced by International Business and Investment Opportunities for Indian Industry</p>	15

#### Self learning topics (Unit wise)

SR No.	Unit No.	Particulars
1	1.1	Functions of business
2	2.3	Concept of Capitalism, Socialism and Mixed Economy
3	3.2	Social Audit and Social responsibility
4	4.4	LPG model
5	4.5	MNCs: Definition, meaning, merits, demerits

## Online Resources

<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/389">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/389</a> Select Concept, Significance and nature of business environment from drop down menu)
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<a href="https://nptel.ac.in/courses/110/107/110107145/">https://nptel.ac.in/courses/110/107/110107145/</a> Unit 3 – LPG Framework
--

<a href="https://nptel.ac.in/courses/110/105/110105081/">https://nptel.ac.in/courses/110/105/110105081/</a>
---

## Reference Books

- Morrison J, The International Business Environment, Palgrave
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
- Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.
- Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.

## Macroeconomics – UC – FMS - 207

### Learning Outcome

Students will learn how the economy functions, how trade with the rest of the World affects the Country, different macro economic models of different economists and how they apply to the real World and the role played by the Government and Central Banks in stabilizing the economy under different conditions.

**Course Code: UC – FMS - 207**

Unit	Content	No. of Lectures
I	<p style="text-align: center;"><b>Macroeconomics: Meaning, Scope and Importance</b></p> <p>1.1 Circular Flow of Aggregate Income and Expenditure: closed and open economy models</p> <p>1.2 The Measurement of National Product: meaning and importance – conventional and Green GNP and NNP concepts- relationship between national income and economic welfare</p> <p>1.3 Short Run Economic Fluctuations- features and phases of trade cycles</p> <p>1.4 The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply-Consumption Function – Investment Function – effects of investment multiplier on changes in income and output</p>	15
II	<p style="text-align: center;"><b>Money, Inflation and Monetary Policy</b></p> <p>2.1 Money Supply: Determinants of money supply- factors influencing Velocity of Circulation of money</p> <p>2.2 Demand for Money: Classical and Keynesian approaches and Keynes’ liquidity theory of interest</p> <p>2.3 Money and prices: Quantity theory of money- Fisher’s equation of exchange- Cambridge cash balance approach</p> <p>2.4 Inflation: Demand Pull inflation and Cost push inflation- Effects of inflation – Nature of inflation in a developing economy</p> <p>2.5 Monetary Policy: meaning, objectives, instruments, Inflation Targeting</p>	15
III	<p style="text-align: center;"><b>Constituents of Fiscal Policy</b></p> <p>3.1 Role of a Government to provide public goods- principles of Sound and Functional Finance</p> <p>3.2 Fiscal Policy: meaning, objectives – Contracyclical and Discretionary Fiscal Policy</p> <p>3.3 Instruments of Fiscal Policy: canons of taxation – factors influencing incidence of taxation – effects of taxation. Significance of public expenditure. Public Debt and Fiscal solvency, Burden of debt finance</p> <p>3.4 Union Budget – Structure – Deficit concepts – FRBM Act</p>	15

IV	<b>Open Economy: Theory and Issues of International Trade</b>	15
	<p>4.1 The basis of International Trade: Ricardo’s Theory of Comparative Cost Advantage, - terms of trade – meaning and types- factors determining terms of trade- Gains from trade – Free trade versus Protectionism</p> <p>4.2 Foreign Investments: FDI and FPI, their comparison, merits and demerits of FDI – Globalization and Role of Multinational Corporations, Transnational corporation</p> <p>4.3 Balance of Payments – structure – types of disequilibrium – measures to correct disequilibrium in BOP</p> <p>4.4 Foreign Exchange and Foreign Exchange Markets: Spot and Forward rate of exchange -Hedging, Speculation, Arbitrage – Fixed and Flexible exchange rates – Managed Float exchange rate system</p> <p>4.5 International Organization and Global Environment: Trading blocks , WTO, GATT</p>	

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2.4	Inflation
2	4.2	Globalization

#### Online Resources

<https://nptel.ac.in/courses/109/104/109104073/#>

<https://nptel.ac.in/noc/courses/noc15/SEM1/noc15-hs08/>

#### Reference Books

- Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
- Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
- Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)



Dr Rita Khatri

Chairperson – BOS (Commerce and Management )



# **HSNC University Mumbai**

**(The Cluster University Established by Government of Maharashtra vide notification dated 30<sup>th</sup> October, 2019 under section 3(6) of Maharashtra Public Universities Act)**



## **HSNC University, Mumbai**

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes under

**The Faculty of Commerce and Management**

For the Course

**Bachelors of Management Studies**

**Curriculum – Second Year Undergraduate Programmes**

**Semester-III and Semester -IV**

2021-2022

**HSNC UNIVERSITY, MUMBAI**

## **Board of Studies in the Subjects of Commerce and Management**

### **1) Name of Chairperson/Co-Chairperson/Coordinator:-**

- a) **Dr Rita Khatri** , Associate Professor, Department of Commerce H. R College., Mumbai- 400020, Email id: [khatririta@hrcollege.edu](mailto:khatririta@hrcollege.edu), Mobile No. 9324016060.
- b) **Prof Smarajit Padhe**, Assistant Professor, K.C College at K.C. College, Mumbai - 400020 Email id [smarajit.padhi@kccollege.edu.in](mailto:smarajit.padhi@kccollege.edu.in), Mobile No. 7977676421.

### **2) Two to five teachers each having minimum five years teaching experience amongst the full-time teachers of the Departments, in the relevant subject.**

- a) **Dr Jasbir Sodi** , Assistant Professor at H. R. College, Mumbai- 400020  
Email id: [jas.saj@rediffmail.com](mailto:jas.saj@rediffmail.com), Mobile No.: 9619136511
- b) **Dr Navin Punjabi**, Vice Principal and Assistant Professor at H.R. College, Mumbai -400020  
Email id [navin.punjabi@gmail.com](mailto:navin.punjabi@gmail.com), Mobile No.: 9920177199
- c) **Dr Kulvinder Batth**, Associate Professor, Department of Commerce at K.C. College., Mumbai- 400020, Email id- [kulprofessional@gmail.com](mailto:kulprofessional@gmail.com)  
Mob:9833060902
- d) **Ms Kanu Priya Sharma**, Assistant Professor , at H.R College, Mumbai – 400020  
Email id: [Kanupriya.sharma@hrcollege.edu](mailto:Kanupriya.sharma@hrcollege.edu) , Mobile No : 8879512354
- e) **Ms Shweta Singh** , Assistant Professor at H.R College, Mumbai – 400020 ,  
Email id: [singhshweta0902@gmail.com](mailto:singhshweta0902@gmail.com) , Mobile no : 9702050350

### **3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body;**

- a.) **Dr Khushpat Jain** (HOD), Associate Professor at Sydenham College Mumbai  
Email id: [ksjain2002@yahoo.com](mailto:ksjain2002@yahoo.com) Mobile No - 9867799797

### **4) Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body;**

- a) **Dr Hasina Sayed** (HOD), Associate Professor Jai Hind College. Email id : [hasina.sayed@jaihindcollege.edu.in](mailto:hasina.sayed@jaihindcollege.edu.in) Mob: 9819121250

b) **Dr Ketan Vira** , Dean and Associate Professor at GNVS Institute of Management, Mumbai. Email id [ketanvira@rediffmail.com](mailto:ketanvira@rediffmail.com) Mobile No : 9870551111

c) **Mr Akhilesh Rao** , Director Operations- Ezychain Logistics Pvt limited  
Email id [raoakhil24@gmail.com](mailto:raoakhil24@gmail.com) Mobile No:9321498932

d) **Mr Rajiv Kalwani** , Vice President- Reliance Retail Ltd  
Email id : [rajivkalwani0204@gmail.com](mailto:rajivkalwani0204@gmail.com) Mobile No:9967613000

**5) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.**

a) **Geetika Bhatia** (Under Graduate student) H R College Email id [geetikabhatia58@gmail.com](mailto:geetikabhatia58@gmail.com) , Mobile no :9820783509

b) **Jeevika Sahajwani** (Under Graduate student) H R College Email id [jeevika.sahajwani@gmail.com](mailto:jeevika.sahajwani@gmail.com) Mobile no:9712917598

c) **Sarah Vaz** (Under Graduate student) HR College Email id : [sarahvaz1@gmail.com](mailto:sarahvaz1@gmail.com),  
Mobile no: 9769313965

### **Part I**

**R. \*\*\*\*** : The Definitions Of The Key Terms Used In The Choice Based Credit System And Grading System Introduced From The Academic Year 2020-2021 Are As Under:

**Outline of the Choice Based Credit System as outlined by the University Grants Commission:**

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

2. **Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

2.2 **Dissertation/Project:** An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to project work, and a candidate studies such a course on his own with advisory support by a teacher/faculty member is called dissertation/project. A Project / Dissertation work would be of 6 credits. A Project / Dissertation work may be given in place of a discipline-specific elective paper.

2.3 **Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by another discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. **Ability Enhancement Courses (AEC):** The Ability Enhancement (AE)

Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement;

SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

4. **Choice Based Credit System (CBCS)**

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

5. **Honours Program**

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter-Disciplinary / Intra Disciplinary courses with Degree Program. Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.

A learner who joins Regular Undergraduate Program will have to opt for the Honours Program in the first year of the Program. However, the credits for honours, though divided across three years can be completed within three years to become eligible for award of honours Degree.

#### **6. Program:**

A Program is a set of course that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of the study.

#### **7. Course:**

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e. there must be a common thread linking the various components of a course. Several linked courses considered together are in practice, a 'program'.

#### **8. Bridge Course:**

Bridge course is visualized as Pre semester preparation by the learner before the commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. Online content can be created for the Bridge Course Topics.

#### **9. Module and Unit:**

A course which is generally an independent entity having its own separate identity is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit.

#### **10. Self-Learning:**

**20% of the topics will be marked for Self-Learning.** Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline resources including online lectures, videos, library, discussion forums, fieldwork, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be evaluated in real-time during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with

proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, handouts with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning will be defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

#### **11. Credit Point:**

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures/counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully.

#### **12. Credit Completion and Credit Accumulation:**

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria concerning a single course. Learner level of performance above the minimum prescribed level (viz. grades/marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

#### **13. Credit Bank:**

A Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. Also, all the information regarding the number of Credits transferred to different programs or credit exemptions given may be stored with the individual's history.

#### **14. Credit Transfer:**

(Performance transfer) When a learner completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

### **15. Course Exemption:**

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.

## **Part II**

**Note: The Ordinances and Regulations given below apply to Under Graduate Programmes of the University.**

**O\*\*\*\*\***

The minimum duration of the Under Graduate Programme will be of 3 years in the Semester pattern i.e. from Sem. I to Sem. VI.

The degree will be awarded to a learner who completes 120 credits of the programme in a period of 3 to 6 years from the year of enrolment to semester VI.

If a learner does not earn 120 credits in 12 semesters from the year of enrolment to semester I, he/she may at his/her option transfer his/her performance in the existing/new program after establishing an equivalence between old and new syllabus. Such a performance transfer will be decided by the Board of Studies / Ad-hoc Board / Ad hoc Committee of the concerned subject. The admission to the program will be governed by the existing rules

**O\*\*\*\*\* The fees for the transfer of credits or performance will be based on the number of credits that a learner has to complete for the award of the degree.**

**R \*\*\*\*** Credits earned at one institution for one or more courses under a given program will be accepted under another program either by the same institution or another institution either through Direct Performance Transfer or Course exemption.

**R\*\*\*\*\* The Scheme of Teaching and Examination:**

The Scheme of Teaching and Examination shall be divided into **TWO** components, **internal assessment and External assessment** (semester-end examination) for each course of the program.

The performance of the learners shall be evaluated in two components: Internal Assessment with 40% marks by way of continuous evaluation and by Semester End Examination with 60% marks by conducting the theory examination.

*Internal Assessment: - It is defined as the assessment of the learners based on continuous evaluation as envisaged in the credit-based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.*

**A). Internal Assessment – 40%**

**40 marks**

**1. For Theory Courses**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	15 Marks
2	One assignment based on curriculum (to be assessed by the teacher Concerned	10 Marks
3	Self-Learning Evaluation	10 Marks
4	Active participation in routine class instructional deliveries	05 Marks

**2. For Practical Courses**

Sr. No.	Particulars	Marks	
1	Semester End Practical Examination	15 Marks	
	Journal		05 Marks
	Viva		05 Marks
	Laboratory Work		05 Marks
2.	One assignment/project with the class presentation to be assessed by teacher concerned	10 Marks	
	Presentation		05 Marks
	Written Document		05 Marks
3	Self-Learning Evaluation	10 Marks	
4	Active participation in routine class / Laboratory instructional deliveries	05 Marks	

➤ **Project and Assignment:**

- Project or Assignment, which can in the following forms
  - Case Studies



- Videos
- Blogs
- Research paper (Presented in Seminar/Conference)
- Field Visit Report
- Presentations related to the subject (Moot Court, Youth Parliament, etc.)
- Internships (Exposition of theory into practice)
- Open Book Test
- Any other innovative methods

### ➤ **Self-Learning Evaluation**

- 20% of the topics of the curriculum are learned by the student through self-learning using online/offline academic resource specified in the curriculum. hence 20% of the lectures shall be allocated for evaluation of students on self-learning topics.
- The identified topics in the syllabus shall be learnt independently by the students in a time-bound manner preferably from online resources. Evaluative sessions shall be conducted by the teachers and will carry 10 Marks.
- club the self-learning topics into 3-4 groups of topics only for evaluation.
- Prescribe time duration (in days) for completion of each group of the topic and earmark self-learning evaluation lectures in the timetable. hence each group of the topic can be assigned 3 regular lectures for this evaluation for the entire class.

#### **3 Sub Topics**

Each evaluative session shall carry 3 Marks (3 x 3 Units = 9 Marks). Students who participate in all evaluative sessions shall be awarded 1 additional Mark.

#### **4 Sub Topics**

Each evaluative session shall carry 2.5 Marks (2.5 x 4 Units = 10 Marks).

- Evaluation of self-learning topics can commence in regular lectures assigned for self-learning evaluation in the timetable
- All students will actively participate in the presentation of each of the sub-topics.
- SUGGESTIVE Methods for Evaluation of Self-learning topics IN LECTURES:
  - Seminars/presentation (PPT or poster), followed by Q&A
  - Objective questions /Quiz / Framing of MCQ questions.
  - Debates
  - Group discussion
  - You-Tube videos (Marks shall be based on the quality and viewership)
  - Improvisation of videos

- Role Play followed by question-answers
- Viva Voce
- Any other innovative method

Student can be evaluated based on the quality of presentation, quality of q & a, the framing of the quiz, conduct of quiz, performance in debate etc

- Teachers can frame other methods of evaluation also provided that the method, duly approved by the college examination committee, is notified to the students at least 7 days before the commencement of the evaluation session and is forwarded for information and necessary action at least 3 days before the commencement of the evaluation session.

**SEMESTER END EXAMINATION:** - It is defined as the examination of the learners based on performance in the semester-end theory / written examinations.

**B. Semester End Examination- 60 %**

**60 Marks**

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
  - i. There shall be four questions each of 15 marks.
  - ii. All questions shall be compulsory with internal choice within the questions.
  - iii. The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

# INDEX

## SEMESTER – III

### Finance Electives (Any two)

1. Equity and Debt Markets
2. Corporate Finance
3. Basics of Financial System
4. Cost Accounting

OR

### Marketing Electives ( any two)

1. Marketing Management
2. Consumer Behaviour
3. Product Innovations Management
4. Sports Marketing

OR

### Human Resource Management Electives (any two)

1. Training and Development
2. Motivation and Leadership
3. Performance Management and Career Planning
4. Employee Relations and Welfare

### Ability Enhancement Courses

Information Technology in Business  
Management

### Skill Enhancement Course

Foundation Course III(Environmental  
Management)

### Core Subjects

1. Business Planning and Entrepreneurship  
Management
2. Accounting for Managerial Decisions
3. Organizational Behaviour and Human  
Resource Management

## **SEMESTER – IV**

### **Finance Electives (Any two)**

1. Commodities and Derivatives Markets
2. Corporate Restructuring
3. Financial Management
4. Auditing

**OR**

### **Marketing Electives (any two)**

1. Customer Relationship Management and Rural Marketing
2. Integrated Marketing Communication
3. Event and Social Marketing
4. Tourism Marketing

**OR**

### **Human Resource Management Electives (any two)**

1. Human Resource Planning and Information System
2. Talent Management
3. Change and Stress Management
4. Conflict and Negotiation

### **Ability Enhancement Courses**

Foundation Course – IV (Ethics and Governance)

### **Skill Enhancement Course**

Business Research Methods

### **Core Subjects**

1. Strategic Management
2. Production and Quality Management
3. Indian Economic System

## **Section D**

### **Bachelor of Management Studies**

#### **Part 1- Preamble**

Bachelor of Management Studies or BMS is an undergraduate program for management studies. The course allows students to obtain the knowledge and skills needed to assume management positions in a wide range of organizations. The course of Bachelor of Management Studies at the undergraduate level embraces principles and activities in the core functional areas of business management. It also covers legal environment of business, information technology, globalization, economic integration and entrepreneurship.

The aim of the course is to provide learners with an opportunity, encouragement and the right literature/reference material to enable them to receive formal academic orientation with a tilt to look at the professional environment. The goal is to ensure that learners would not only be more effective but also be creative.

Management Studies program provides students with a solid foundation in the field of management and strategy designing. The electives allow students to develop deeper knowledge in specific areas of interest – finance, marketing, human resource management and management of global business. In addition to business management course, it will also equip students to understand how organizations work, how they are managed, and sensitize students towards national and international environments. Students centered learning focuses on skills and practices that enable lifelong learning and independent problem-solving

The new curriculum of Bachelor of Management Studies offer students' core papers that help build their foundation in the area of management. The choice of generic electives and skill enhancement courses enable students to pursue an area of their interest in the field of management. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

To comply with the education policy of Government of India, the syllabus includes Online Courses (OLC) which is available on NPTEL or SWAYAM portals under MOOCS programme being developed by MHRD. The online courses would inculcate the habit of self-study at their own pace by the students and also acclimatize them to future technologies of learning processes.

# **1. Course Objectives:**

## **Semester III**

### **Finance Electives**

#### **UC-SMS(F)-301 - Equity and Debt Market**

- To understand the functioning of Financial markets.
- To analyse the importance of Equity and Debt Markets.
- To study the methods of Valuation of Equity & Bonds.

#### **UC-SMS(F)-302 – Corporate Finance**

- To develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques of financial decision making
- The course aims at explaining the core concepts of corporate finance and its importance in managing a business
- To provide understanding of nature, importance and structure of corporate finance
- To impart knowledge regarding source of finance for a business

#### **UC-SMS(F)-303 – Basics of Financial System**

- To learn the classification of financial markets.
- To understand the role of Financial Intermediaries & Regulators
- To study the working of various financial instruments across capital, money, forex, commodity & derivative markets.
- To analyse the financial crisis and scams

#### **UC-SMS(F)-304 – Cost Accounting**

- This subject helps the students to get familiar with the cost accounting terms and policies.
- To control the cost of a firm
- To impart knowledge about the practical aspects of the subject.
- To recognize recording, examining, summarizing, and studying the company's cost spent on any process, service, product, or anything else in the organization.
- To understand Cost Controlling

### **Marketing Electives**

#### **UC-SMS(M)-305 -Marketing Management**

- The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making.
- To understand the concepts of branding and trends in the marketing.

- To learn about Environmental Scanning, buyers Behaviour, Segmenting, Targeting, and positioning .
- To understand and comprehend the basic concepts and theories of Marketing mix decisions, service marketing, branding, Distribution, promotion and pricing policies.

#### **UC-SMS(M)-306 -Consumer Behaviour**

- To introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy.
- To understand consumer behavior in an informed and systematic way.
- To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.

#### **UC-SMS(M)-307 – Product Innovations Management**

- To understand the concept of innovations and relevance of innovations in the present day scenario.
- To understand the importance of protecting innovations and legal aspects related to innovations
- To study product innovations, process innovations and innovations diffusion
- To acquaint the students with stages in new product development

#### **UC-SMS(M)-308 - Sports Marketing**

- To develop a broad definition of sports marketing and the marketing concept
- To establish an awareness of the role of sponsorship.
- To enable students to take strategic and the operational decisions with respect to Sports Marketing
- To identify the legal aspects associated with the application of the marketing programs
- To understand the basic contents and structure of a sports marketing program

### **Human Resource Management electives**

#### **UC-SMS (H)-309 – Training and Development**

- To enable students to understand the concepts, principles and process of training and development
- To develop an understanding of how to assess training needs and design training programmes in an Organizational setting.
- To familiarize students with the levels, tools and techniques involved in evaluation of training effectiveness
- To develop an understanding on various non training solutions to improve employee performance

### **UC-SMS(H) -310 – Motivation and Leadership**

- To evaluate the importance of managing and motivating people towards the achievement of organizational goals
- To gain knowledge of the leadership strategies for motivating people and changing organizations
- To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences
- To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context

### **UC- SMS(H) -311 – Performance Management and Career Planning**

- To understand the concept of performance management in organizations and the relevance of the same for growth of the individual.
- To understand and review the performance appraisal system applicable to organizations.
- To understand the significance of career planning and its relevance in charting the progression of one's profession.
- To focus on developing knowledge and skills for the future job opportunities.

### **UC- SMS(H) -312 – Employee Welfare and Relations**

- To understand the nature and importance of employee relations in an organization
- To understand the importance of collective bargaining and Workers participation
- To understand the causes and effects of employee grievances as well as the procedure to solve the same

### **US-SMS-313 - Information Technology in Business Management**

- To continue from where we left in semester I we are going to give our students a basic view of different software used in the corporate world.
- Digital marketing is playing a important role in current scenario so that will help them to take up a full fledged course after getting hand on basic at these stage,
- We also provide hands on working experience with working with continuation on spreadsheet (DATABASE) we introduce Power BI which has link to excel what students had gain knowledge in semester 1, in terms of Practical
- As far as theory student must be acquainted with the knowledge of Computer, Enterprise Resource Planning, Supply chain management, customer relationship management Etc.

### **UC-SMS-314 – Foundation Course III ( Environmental Management)**

- To ensure that students are able to assess theoretical and conceptual problems related to environmental management by utilizing dialectical analysis approaches
- To provide guidance to students on methods to communicate complex environmental information to both non-technical and technical audience
- To help students translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices



- To aid students to make environmental management analysis output of professional quality, both independently and within team environment
- To ensure that learners are able to appreciate historical, ethical and cross cultural context and of environmental issues and the link between human and nature

### **UC-SMS-315 - Business Planning and Entrepreneurship Management**

- To understand the role and fundamentals of Entrepreneurship and the ability to identify and create business opportunities that can be commercialized successfully.
- To learn problem solving, creativity and to elaborate on the understanding of the process and types of innovation.
- To understand the relevance and application of Business Canvas Model, how to start up a venture and launching formalities for a new venture.
- The students develop and can systematically apply an entrepreneurial way of thinking and understand the process adopted for protection of intellectual property involving patents, trademarks, and copyrights.

### **UC-SMS-316 – Accounting for Managerial Decisions**

- This subject helps the students to get familiar with the Financial Management techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of Financial Management and its importance in managing the company.

### **UC-SMS-317 - Organizational Behaviour and Human Resource Management**

- To enable the students to develop cognizance of the importance of human behaviour.
- To explore and understand human behaviour at individual and organizational levels.
- To develop necessary skill set in the students for application of issues pertaining to Human Resource Management.
- To provide an overview of the Human Resource Department and to enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

## **Semester IV**

### **Finance Electives**

#### **UC-SMS-401(F) – Commodities and Derivatives Market**

- To understand how Commodity and Derivative Markets function.
- To study the essential elements of Commodity and Derivative Markets and its various participants
- To learn about the Trading, Clearing & Settlements in Derivatives Market
- To analyse the Risks in derivatives markets.

#### **UC-SMS-402(F) – Corporate Restructuring**

- This subject helps the students to get familiar with the restructuring techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of internal and external reconstruction and its importance in managing the company.

#### **UC-SMS-403(F) – Financial Management**

- This subject helps the students to get familiar with the Financial Management techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of Financial Management and its importance in managing the company.

#### **UC-SMS-404(F) – Auditing**

- Students will Learn to describe how information technology affects internal control.
- Students will Learn to Determine the appropriate audit report for a given audit situation.
- Students will Learn the process of designing and performing tests of controls
- Students will Learn the five conditions required to issue the standard unqualified audit report.
- Students will Learn to explain methods used to obtain an understanding of internal control.

### **Marketing Electives**

#### **UC-SMS-405(M) - Customer Relationship Management and Rural Marketing**

- To develop skills to analyse and synthesize information and issues related to customer relationship management from multiple perspective.
- To examine customer relationship management as a business strategy that integrates internal processes and external networks to create and deliver value for targeted customers and for the organization.
- The introduce the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

#### **UC-SMS-406 (M) Integrated Marketing Communication**

- To acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.
- To provide the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.
- To analyze the strategies and practices involved in the process of marketing communication management.

### **UC-SMS-407(M) – Event and Social Marketing**

- To understand basic concepts of Event Marketing.
- To familiarize learners with trends and challenges in Event Marketing.
- To study the basis of Segmentation, Targeting and Positioning and identify marketing mix of social marketing.
- To study overview of social marketing in various key sectors and Identify basic ethical issues in Social marketing and appreciate the careers in Social Marketing

### **UC-SMS-408(M) Tourism Marketing**

- To understand basic concept and strategies of Tourism marketing
- To understand segmentation and marketing Mix in the content of Tourism marketing
- To familiarize learners with recent trends and challenges of Tourism marketing

## **Human Resource Management Electives**

### **UC-SMS-409(H) - Human Resource Planning and Information System**

- To understand the purpose, process and applications of Human Resource Planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge for understanding the determinants of human resource requirements and the means for meeting those requirements.
- To explore the concept of Strategic HRP
- To understand the applications of HRIS at the organizational level.

### **UC-SMS-410(H) -Talent Management**

- To enable students to understand talent management concepts in detail as well as their application in real business environment.
- To explain the importance of talent management in the Organization
- To study recent Talent Management issues and practices adapted by organization

### **UC-SMS-411(H) Change and Stress Management**

- To prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.
- To make students learn Organizational interventions for overcoming change.
- To understand the nature and causes of stress in organizations and ways to overcome it.

### **UC-SMS-412(H) Conflict and Negotiation**

- To understand the nature of conflicts, their causes and outcomes
- To study the aspects of conflict management and how to handle them effectively
- To get insight into negotiations and negotiation process
- To understand the role of third party negotiation and skills for effective negotiation

### **UC-SMS-413 – Business Research Method**

- To provide learners with a comprehensive understanding of all aspects of research.
- To provide learners with a guide to conduct research in a systematic manner, solve problems and analyze data and results.

- To develop learners skill to handle qualitative and quantitative research.
- To empower the students with the skills in writing and presenting research proposals and reports in tune with globally accepted standards.

#### **UC-SMS-414 –Foundation Course IV ( Ethics and Governance )**

- To familiarize learners with the concept and relevance of Business Ethics in the modern era
- To learn the applicability of ethics in functional areas like marketing, finance and human resource management, production, Information technology , patents
- To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context
- To study the ethical business practices, CSR and Corporate Governance practiced by various organization.

#### **UC-SMS-415 – Strategic Management**

- To enable students to understand the relationship between strategic analysis and strategic implementation
- To facilitate comprehension of the distinction between firms and markets
- To make students apply strategic principles in order to understand the benefits and costs of diversification
- To enable understanding the international dimensions of strategic management
- To study the major contemporary trends in strategic management.

#### **UC-SMS-416 – Production and Quality Management**

- To acquaint learners with the basic management decisions with respect to production and quality management
- To make the learners understand the designing aspect of production systems
- To enable the learners in application of Business knowledge in real production environment.

#### **UC-SMS-417 – Indian Economic System**

- This course outlines the basic characteristics of Indian economy and imparts knowledge on the various objectives, failures and achievements as the foundation of the ongoing changes and economic reforms taken by the government.
- To enable students to be able to forecast the future course of changes and development through their knowledge of policies and programmes set by the governments and other development agencies.
- To equip students with the techniques to find solutions to various problems currently faced by the Indian economy .

#### **1. Process adopted for curriculum designing:**

The curriculum was designed in a stepwise manner, firstly the members of respective departments initially developed a draft syllabus on the basis of feedback obtained from various stakeholders and also analyzing the new trends in the subjects. The drafted syllabus were discussed with representatives from academia, industry experts and research institutions to assure that the syllabus is enriched in all the aspects.

## **2. Salient features, how it has been made more relevant.**

While designing of the syllabus, care has been taken to balance management process and techniques with entrepreneurship skills. The course would help the students to become practical, creative and skilled managers who are fully equipped to further organizations in sync with requirements of Industry. Micro and macroeconomic changes deeply affect businesses and strategic management plays an important role in dealing with these changes. Strategic and critical thinking is developed by studying concepts pertaining to all aspects of management and analyzing the linkages between the same.

## **3. Learning Outcomes.**

Management is a critical function for every organization, and students trained in management play this important role in organizations of every size and type. The skills, techniques, and theories acquired by the manager leads to jobs in business, government, and the non-profit sector. Students who plan to establish their own firms or to become part of a family owned firm may also pursue this course. This course shall help individuals learn to:

- motivate, lead, and develop others
- structure organizations capable of meeting both profit and social responsibility goals
- work well in accomplishing work individually and through others
- communicate accurately
- develop a strategic perspective on the organization and its parts

The primary objective of this programme is provide students with a sound theoretical base and exposure to current business challenges. This is essentially achieved through enhancing the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.

Through specialized elective subjects, students can acquire an in-depth knowledge of various streams like Finance, Marketing and Human Resource Management.

## **4. Input from stakeholders**

This syllabus was made with due consideration being given to all stakeholders and their valued suggestions. The various groups of stakeholders included were Industry representatives, Reputed academia, and brilliant students who have graduated from this program.

Some of the suggestions that were included were as follows:

1. In Business Planning and entrepreneurship management course, students will receive exposure of topics such as Business Canvas model. Lot of emphasis to be laid on idea generation , business opportunities and design thinking.

2. Special emphasis to be given to the role of technology in various management fields.
3. Exposure to the case studies in order to get experience of problem solving.
4. Revamp of evaluation pattern by making internal marking more practical. Learners to be assessed on their conceptual knowledge and applied component.

**Part 2**  
**The Scheme of Teaching and Examination is as under**

**2nd Year Semester – III**  
**Summary**

<b>Sr. No</b>	<b>Choice Based Credit System</b>	<b>Subject Code</b>	<b>Remarks</b>
1	<b>Elective Course</b> <b>Finance /Marketing and Human Resource</b>	UC-SMS(F)-301 UC-SMS(F)-302 UC-SMS (F)-303 UC-SMS(F)-304 UC-SMS(M)-305 UC-SMS(M)-306 UC-SMS (M)-307 UC-SMS(M) -308 UC- SMS(H) -309 UC-SMS(H)-310 UC-SMS(H)-311 UC-SMS(H) 312	Equity and Debt Market Corporate Finance Basics of Financial System Cost Accounting Marketing Management Consumer Behaviour Product Innovation Management Sports Marketing Training and Development in HR Motivation and Leadership Performance Management and Career Planning Employee Relations and Welfare
2A	Ability Enhancement Courses (AEC)	UC-SMS-313	Information Technology in Business Management
2B	Skill Enhancement Courses (SEC)	UC-SMS-314	Foundation Course - III (Environmental Management)

3	Course (Management Studies)	UC-SMS-315  UC-SMS-316 UC-SMS-317	Business Planning and Entrepreneurship Management  Accounting for Managerial Decisions Organizational Behaviour and Human Resource Management
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### Second year Semester III Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week					Credit	S.L.E.	Internals				Total Marks
			Units	S.L.	L	T	P			CT	AP	TA	SEE	
1	UC-SMS(F)-301	Equity and Debt Markets	4	20%*	4	0	0	3	10	15	5	10	60	100
2	UC-SMS(F)-302	Corporate Finance	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UC-SMS(F)-303	Basics of Financial System	4	20%*	4	0	0	3	10	15	5	10	60	100

4	UC-SMS(F)-304	Cost Accounting	4	20%*	4	0	0	3	10	15	5	10	60	100
5	UC-SMS(M)-305	Marketing Management	4	20%*	4	0	0	3	10	15	5	10	60	100
6	UC-SMS(M)-306	Consumer Behaviour	4	20%*	4	0	0	3	10	15	5	10	60	100
7	UC-SMS(M)307	Product Innovation Management	4	20%*	4	0	0	3	10	15	5	10	60	100
8	UC-SMS(M)308	Sports Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
9	UC-SMS(H)309	Training and Development	4	20%*	4	0	0	3	10	15	5	10	60	100



10	UC-SMS(H)-310	Motivation and Leadership	4	20%*	4	0	0	3	10	15	5	10	60	100
11	UC-SMS(H)-311	Performance Management and Career Planning	4	20%*	4	0	0	3	10	15	5	10	60	100
12	UC-SMS(H)-312	Employee Welfare and Relations	4	20%*	4	0	0	3	10	15	5	10	60	100
13	UC-SMS-313	Information Technology in Business Management	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-SMS-314	Foundation Course III (Environmental Management)	4	20%*	4	0	0	2	10	15	5	10	60	100
14	UC-SMS-315	Business Planning and Entrepreneurship Management	4	20%*	4	0	0	3	10	15	5	10	60	100

14	UC-SMS-316	Accounting For Managerial Decisions	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-SMS-317	Organizational Behaviour and Human Resource Management	4	20%*	4	0	0	3	10	15	5	10	60	100
Total Hours /Credit								20**	Total Marks					700

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

\* One to two lectures to be taken for CONTINUOUS self-learning evaluation.

\*\* Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.

**Total number of subjects in Semester III will be seven (7).** (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

### Second Year Semester – III Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dit	Total Marks
1	UC-SMS(F)-301	1	Introduction to Financial Market	15	60	3	100 (60+40)
		2	Dynamics of Equity Market	15			
		3	Debt Market	15			
		4	Valuation of Equity and Bonds	15			

<b>2</b>	UC-SMS(F)-302	1	Introduction	15	60	3	100 (60+40)
		2	Investment Decision	15			
		3	Finance Decision	15			
		4	Dividend Decision	15			
<b>3</b>	UC-SMS(F)-303	1	Financial Markets	15	60	3	100 (60+40)
		2	Financial Intermediaries and Financial Regulators	15			
		3	Financial Instruments	15			
		4	Financial Crisis and Scams	15			
<b>4</b>	UC-SMS(F)-304	1	Introduction to Cost Accounting	10	60	3	100 (60+40)
		2	Material and labour cost	20			
		3	Overheads and ABC system	15			
		4	Cost Sheet	15			
<b>5</b>	UC-SMS(M) - 305	1	Introduction to Marketing	15	60	3	100 (60+40)
		2	Marketing research	15			
		3	Marketing Mix decisions	15			
		4	Market Segmentation and Positioning	15			
<b>6</b>	UC-SMS(M) - 306	1	Introduction to Consumer Behaviour	15	60	3	100 (60+40)
		2	Individual Determinants of Consumer Behaviour	15			
		3	Environmental Determinants of Consumer Behaviour	15			
		4	Consumer Decision Models and New Trends	15			
<b>7</b>	UC-SMS(M) - 307	1	Innovation of Management	15	60	3	100 (60+40)
		2	Managerial aspects of innovation functions	15			

		3	Product innovations. Process innovations and Innovations diffusions	15			
		4	New Product Development Strategy	15			
<b>8</b>	UCSMS(M)-308	1	Sports Marketing: Introduction, Environment and Research	15	60	3	100 (60+40)
		2	The Sports Product, Pricing Strategies and Sponsorship	15			
		3	Promotion and Distribution Strategies in sports marketing	15			
		4	Legal aspects and Marketing of Major sport Event	15			
<b>9</b>	UC-SMS(H) - 309	1	Overview of Training	15	60	3	100 (60+40)
		2	Overview of Development	15			
		3	Career Development and Management Development Concepts	15			
		4	Performance Measurement	15			
<b>10</b>	UC-SMS(H) - 310	1	Motivation I	15	60	3	100 (60+40)
		2	Motivation II	15			
		3	Leadership I	15			
		4	Leadership II	15			
<b>11</b>	UC-SMS(H) - 311	1	Performance Management and Career Planning	15	60	3	100 (60+40)
		2	Performance Planning	15			
		3	Ethics in Performance Management	15			
		4	Career Planning and Development	15			
<b>12</b>	UC-SMS(H) - 312	1	Overview of Employee Relations and Collective Bargaining	15	60	3	100 (60+40)
		2	Overview of Employee Welfare	15			

		3	Welfare and Work Environment Management	15			
		4	Workers Participation and Employee Grievances	15			
<b>13</b>	UC-SMS(H) - 313	1	Management Information System	15	60	3	100 (60+40)
		2	ERP/E-SCM/E-CRM	15			
		3	Introduction to POWER BI (Practical)	15			
		4	Digital Marketing(Practical)	15			
<b>14</b>	UC-SMS-314	1	Environment Concepts	15	60	2	100 (60+40)
		2	Environment Degradation	15			
		3	Sustainability and role of business	15			
		4	Innovations in business – An environmental perspective	15			
<b>15</b>	UC-SMS-315	1	Foundation of Entrepreneurship Development	15	60	3	100 (60+40)
		2	Types and Classification of Entrepreneurs	15			
		3	Entrepreneur Project Development and Business Model Canvas	15			
		4	Venture Development and New Trends in Entrepreneurship Management	15			
<b>16</b>	UC-SMS-316	1	Introduction to Financial Management	15	60	3	100 (60+40)
		2	Vertical Statement	15			
		3	Analysis of Financial Statement	15			
		4	Ratio Analysis	15			
<b>17</b>	UC-SMS-317	1	Introduction to Organizational Behaviour	15	60	3	100

		2	Group Behaviour and Team Behaviour	15			(60+40)
		3	Introduction to Human Resource Management	15			
		4	Human Resource Development concepts	15			
			Total Credits/Marks			20**	700

- **Lecture Duration – 48 Minutes = (60 Lectures equivalent to 48 hours)**
- **1 Credit =16 hours FC – 1 credit = 18 hours**  
\*\* Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.
- **Total number of subjects in Semester III will be seven (7).** (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

## Part 3-Detailed Scheme

Curriculum Topics along with Self Learning Topics- To be covered through Self learning mode along with the respective Units. Evaluation of self learning topics to be undertaken before the concluding lectures instruction of respective units.

### Finance Electives

#### UC-SMS(F)-301 Equity and Debt Markets

#### Learning Outcomes

- Students will be able to understand the difference between Equity market and Debt markets
- Students will be able to understand Primary and Secondary Market Operations
- Students will be able to understand valuation of Equity and Bonds

Sr No.	Modules/ Units	No. of Lectures
1	<p><b>Introduction to Financial Markets</b></p> <p><b>1.1 Equity market</b> – Meaning &amp; definitions of equity share; Growth of Corporate sector &amp; simultaneous growth of equity shareholders; Divorce between ownership and management in companies, Importance of Equity Markets in a Developing Country like India, Recent developments</p> <p><b>1.2 Debt market</b> – Evolution of Debt markets in India; Money market &amp; Debt markets in India; Regulatory framework in the Indian Debt market</p> <p style="text-align: center;">..</p>	15
2	<p><b>Dynamics of Equity Market</b></p> <p>2.1 <b>Primary Market:</b> IPO – methods followed , Book building, Role of merchant bankers in fixing the price(Red herring prospectus); Greenshoe Option; Practical Aspects of investing in Primary market. (ASBA, Demat Account)</p> <p>2.2 <b>Secondary Market:</b> Definition &amp; functions of stock exchanges 3)Stock exchanges in India; sweat equity, ESOP &amp; Rights issue of shares</p> <p><b>2.3 Stock market Indices</b></p>	15
3	<p><b>Debt Market</b></p> <p><b>3.1 Introduction to Debt Markets</b></p> <p><b>3.2 Bonds:</b> Features of bonds, Types of bonds</p> <p><b>3.3 Participants of debt markets:</b> Issuers and Investors</p> <p><b>3.4 Recent Developments</b></p>	15
4	<p><b>Valuation of Equity and Bonds</b></p> <p>4.1 <b>Valuation of equity:</b></p> <p style="padding-left: 20px;">4.1.1 Ratio Analysis and valuation</p>	15

	<p>4.1.2 Dividend discount model(zero growth, constant growth &amp; multiple growth)</p> <p>4.1.3 Multiple based valuation model</p> <p><b>4.2 Valuation of bonds</b></p> <p>4.2.1 Determinants of the value of bonds</p> <p>4.2.2 Yield to Maturity</p> <p>4.2.3 Interest rate risk</p> <p>4.2.4 Determinants of Interest Rate Risk</p>	
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**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1	Introduction to Equity Markets
2	2	Functions of Stock exchange
3	3	Features of bonds

**Online Resources**

<https://nptel.ac.in/courses/110/105/110105121/>

<https://nptel.ac.in/courses/110/107/110107128/>

[https://www.youtube.com/watch?v=nMLVn\\_n1hb8](https://www.youtube.com/watch?v=nMLVn_n1hb8)

**References**

- Allen, Larry (1750-2000). The Global Financial System.
- Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
- Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern perspective: TMIT
- LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th edition.)
- Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH
- David Dasey, An Introduction to Equity Markets, Securities Institute ltd; 2nd edition ,July 2002.

**UC-SMS(F)-302 – Corporate Finance**

**Learning outcomes**

- Develop understanding of capital structure and leverage theories
- Enable students to make investment decisions considering time value of money.
- Understanding concept of shareholder wealth maximization



Sr No.	Units/Modules	No. of Lectures
1.	<p><b>Introduction</b></p> <p><b>1.1 Introduction To Corporate Finance:</b> Corporate finance as a part of Finance Theory (the other three parts being Investment theory, Portfolio theory and Financial Markets)</p> <p><b>1.2 Goal of Corporate Finance:</b> Shareholder wealth maximization through 1. Investment decisions, 2. Financing decisions, 3. Dividend decision</p>	15
2.	<p><b>Investment Decision</b></p> <p>2.1 Non DCF and DCF Methods</p> <p>2.2 Non DCF Methods: Payback period, ARR,</p> <p>2.3 DCF methods: Compounding vs Discounting</p> <p>2.4 Discounted payback, NPV, IRR, BCR/Profitability index, Annuity method</p> <p>2.4 Replacement</p> <p>2.5 Capital Rationing</p> <p>2.6 Risk Adjusted Discount rate</p> <p>2.7 Practical problems</p>	15
3.	<p><b>Financing Decision</b></p> <p>3.1 Capital Structure (Debt and Equity)</p> <p>3.2 Degree of Operating Leverage</p> <p>3.3 Degree of Financial Leverage</p> <p>3.4 Combined leverage</p> <p>3.5 EBIT – EPS analysis for Capital Structure decision.</p> <p>3.6 Cost of capital</p> <p>3.7 Weighted average cost of capital (WACC) (Before and after tax)</p> <p>3.8 Capital structure theories</p> <p>3.9 Practical problems</p> <p>3.10 Complex problems in capital budgeting</p> <p>3.11 Sources of Finance: Banks, Financial Institutions, Capital Markets, Global institutions, global capital markets</p>	15
4.	<p><b>Dividend Decision</b></p> <p>4.1 Factors influencing dividend policy (managerial and legal factors)</p> <p>4.2 Dividend decision theory: MM approach, Walter, Gordon.</p> <p>4.3 Other corporate actions: Bonus, share buyback, stock split, rights issue, etc</p> <p>4.4 Practical Problems.</p> <p>4.5 Caselets</p>	15

### Self Learning Topics

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	3	Sources of raising Corporate Finance

## Online Resources

<http://www.fao.org/3/w4343e/w4343e08.htm>

## References

- Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
- Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH
- Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.
- M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
- Prasanna Chandra - Financial Management - Tata - McGraw Hill

### UC-SMS(F)-303 – Basics of Financial System

#### Learning Outcomes

- Learners will be aware about the financial system prevalent in the world.
- Learners will be able to understand the various financial instruments
- Learners will understand the financial regulators & their roles.
- Learners will be aware of the causes and Impact of Financial Crisis

Sr No.	Units/Modules	No. of Lectures
1.	<b>Financial Markets</b> 1.1 Introduction 1.2 Classification of financial markets 1.3 Money market (meaning, role, participants, features, components, reforms) 1.4 Capital markets (meaning, role, participants, features, components, reforms) 1.5 Forex Markets (meaning, role, participants, features, components, reforms)	15
2.	<b>Financial Intermediaries and Financial Regulators</b> <b>Financial Intermediaries</b> 2.1 Role of Financial Intermediaries 2.2 Commercial Banks 2.3 Development banks 2.4 Non banking Financial Companies	15

	<p>2.5 Regional Rural Banks 2.6 Insurance Organisations</p> <p><b>Financial Regulator</b></p> <p>2.7 Role of regulators in financial sector 2.8 RBI- Introduction, objectives and functions and structure, credit control measures 2.9 IRDA- Introductions, objectives, functions and structure 2.10 SEBI- Introduction, Powers, Role in primary and secondary markets 2.11 NABARD- Introduction and Functions</p>	
3.	<p><b>Financial Instruments</b></p> <p>3.1 Introduction, Types(money markets, debt instruments, capital markets) 3.2 Money markets-T-bills, commercial paper, certificate of deposits call money, commercial bills, gilts, bankers acceptance, inter corporate deposits, bill discounting mutual funds, REPO &amp; REVERSE RATE and, TREP's 3.3 Debt instruments-government securities, bonds and debentures 3.4 Equity capital/instrument-equity, preference, derivatives 3.5 Mutual funds-Features, Advantages, Disadvantages</p>	15
4.	<p><b>Financial Crisis and Scams</b></p> <p>4.1 Financial Crisis: Introduction 4.2 Causes of Financial Crisis 4.3 Impact of Financial Crisis 4.4 Case studies on Financial Crisis (2008 Financial Crisis) 4.5 Financial Scams ( 92 Scam, IT bubble, Satyam Scam, NSEL Scam, Telgi Scam)</p>	15

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to Financial Markets
2	2	Commercial Banks
3	3	Mutual funds- Advantages and Disadvantages
4	4	2008 Financial Crisis

#### Online Resources

<https://nptel.ac.in/courses/110/105/110105121/>

<https://www.youtube.com/watch?v=GPOv72Awo68>

[https://www.youtube.com/watch?v=PbldLCsspgE&list=RDCMUce3qdG0A\\_gr-sEdat5y2twQ&start\\_radio=1&rv=PbldLCsspgE&t=185](https://www.youtube.com/watch?v=PbldLCsspgE&list=RDCMUce3qdG0A_gr-sEdat5y2twQ&start_radio=1&rv=PbldLCsspgE&t=185)

#### References

- Gordon E. & Natarajan K. Financial Markets & Services, Himalaya Publishing House.
- Indian Financial System, Machiraju.R.H, Vikas Publishing House.
- Indian Financial System, Khan M.Y Tata Mcgraw Hill.
- Financial Institutions and Markets, BholeL.M,TataMcgraw Hill.
- The Indian Financial System, Desai, Vasantha Himalaya Publishing House.

### UC-SMS(F)-304 – Cost Accounting

#### Learning Outcomes.

Understanding Costing Concepts and its usages. This helps ascertainment of **cost**, fixation of selling price, proper recording and presentation of **cost** data to management for measuring efficiency and for **cost** control and **cost** reduction, ascertaining the profit of each activity, assisting management in decision making.

Sr No	Units/Modules	No. of Lectures
1	<b>Introduction to Cost Accounting</b> 1.1 Evolution ,Objectives and Scope of Cost Accounting - Importance and Advantages of Cost Accounting 1.2 Difference between Cost Accounting and Financial Accounting , Limitations of Financial Accounting 1.3 Definitions: Cost, Costing and Cost Accounting 1.4 Classification of Cost on Different Bases	10
2	<b>Material &amp; Labour Cost</b> 2.1 <b>Material Cost:</b> The Concept, Material Control Procedure, Documentation, Stock Ledger, Bin Card, Stock Levels,Economic Order Quantity (EOQ) 2.2 <b>Labour Cost :</b> Labour Cost: The Concept,Composition of Labour cost Labour Cost Records,Overtime / Idle Time / Incentive Schemes	20
3	<b>Overheads and ABC System:</b> 3.1 <b>Overheads :</b> Overheads: The Concept, Classification of Overheads on Different Bases, Apportionment and Absorption of Overheads 3.2 <b>Activity Based Costing System:</b> Introduction, Advantages and Limitations of ABC , Identification of cost drivers, Traditional v/s ABC system,Practical problems	15
4	<b>Cost Sheet :</b>	15

	<b>4.1</b> Proforma of Cost Sheet; Practical Problems on preparation of Cost Sheet; Estimated Cost Sheet.  <b>4.2</b> Job and Batch Costing	
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**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1	Introduction to cost Accounting and Classification of costs
2	2	Activity Based Costing

**Online Resources**

<a href="https://nptel.ac.in/courses/110/101/110101132/">https://nptel.ac.in/courses/110/101/110101132/</a>
<a href="http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/198">http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/198</a>
<a href="https://resource.cdn.icai.org/62025bos50397cp5.pdf">https://resource.cdn.icai.org/62025bos50397cp5.pdf</a>

**Reference Books**

- Cost Accounting by Jawaharlal and Seema Srivastava, TataMc.Graw Hill and Co. Ltd., Mumbai
- Cost Accounting by Ravi M. Kishore., Taxxman Ltd. New Delhi.
- Advanced Cost and Management Accounting: Problems and Solutions by V. K. Saxena and C. D. Vashist, S. Chand and Company(P) Ltd., New Delhi.
- Lectures on Costing by Swaminathan: S.Chand and Company (P) Ltd. New Delhi.

**Marketing Electives**

## UC-SMS(M)-305– Marketing Management

### Learning Outcomes:

- It will make students better future marketers and keen analysts of the marketing environment.
- It will create awareness amongst students about the complexities of the marketing especially in the digital age of technology and social media.
- The syllabus is designed is to provide a practical understanding of marketing through understanding of real business case studies.

Sr No.	Modules/ Units	No. of Lectures
1	<p><b>Introduction to marketing:</b></p> <p>1.1 Concept, nature, scope and importance of marketing            1.2 Marketing concept and its evolution            1.3 Marketing mix            1.4 Strategic marketing planning – an overview            1.5 4C’s of marketing</p> <p><b>Market Analysis and Selection:</b></p> <p>1.6 Marketing environment – macro and micro components and their impact on marketing decisions;</p> <p><b>Concepts of Marketing:</b></p> <p>1.7 Needs, wants and demands, transactions, transfer and exchanges.            1.8 Concept of Value, Customer Value triad</p> <p><b>Orientations of a firm:</b></p> <p>1.9 Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</p>	15
2	<p><b>Marketing research:</b></p> <p>2.1 Meaning, features, Importance of marketing research            2.2 Types of marketing research: Product research; Sales research; consumer/customer research; production research</p> <p><b>Marketing Information System (MIS):</b></p> <p>2.3 Meaning, features and Importance of MIS</p> <p><b>Consumer Behaviour:</b></p> <p>2.4 Meaning, feature, importance of Consumer Behaviour            2.5 Factors affecting Consumer Behaviour, Buying motives</p>	15

3	<p><b>Marketing Mix Decisions</b></p> <p><b>Product:</b></p> <p>3.1 Product mix  3.2 Product lifecycle and its strategic implication  3.3 product planning – New product development- failure of new product  3.4levels of product.  3.5 Branding, Packaging and labeling</p> <p><b>Pricing:</b></p> <p>3.6 objectives- factors influencing pricing policy  3.7 Methods of Pricing and Pricing strategy, Concept of Discounts and Rebates</p> <p><b>Place:</b></p> <p>3.8 meaning – factor affecting channel selection  3.9 types of marketing channels;</p> <p><b>Promotion:</b></p> <p>3.10 meaning and significance of promotion.  3.11 Promotion tools  3.12 steps in designing marketing communications  3.13Extended P’s of marketing w.r.t services: Process, Physical evidence and People</p>	15
4	<p><b>Market Segmentation and Positioning</b></p> <p><b>Segmentation:</b></p> <p>4.1 Meaning , importance  4.2 Bases of segmentation</p> <p><b>Targeting:</b></p> <p>4.3 Meaning , types</p> <p><b>Positioning:</b></p> <p>4.4 Meaning – strategies, Concept of Unique Selling Proposition</p> <p><b>Marketing Organisation and Control:</b></p> <p>4.5 Organising and controlling marketing operations.  Issues and Developments in Marketing</p> <p>4.6 Social, ethical and legal aspects of marketing;  4.7 International marketing;  4.8 Green marketing; Cyber marketing; and other developments of marketing</p>	15

**Self-Learning topics (Unit wise)**

Unit	Topics
1	1.6 Marketing environment – macro and micro components
2	2.4 Meaning, feature, importance of Consumer Behaviour
3	3.10 meaning and significance of promotion.
4	4.8 Green marketing; Cyber marketing; and other developments of marketing

## Online Resources

Marketing Environment <a href="https://www.youtube.com/watch?v=8BHLJ_cFHO8">https://www.youtube.com/watch?v=8BHLJ_cFHO8</a> <a href="https://nptel.ac.in/courses/110/108/110108141/">https://nptel.ac.in/courses/110/108/110108141/</a>
Consumer behavior <a href="https://www.digimat.in/nptel/courses/video/110105054/L01.html">https://www.digimat.in/nptel/courses/video/110105054/L01.html</a>
Green marketing <a href="https://www.youtube.com/watch?v=_upvzY3uZBs">https://www.youtube.com/watch?v=_upvzY3uZBs</a> Video lecture by Faculty of Management Studies Assistant Professor
Promotion <a href="https://www.youtube.com/watch?v=51hwSUZuva8">https://www.youtube.com/watch?v=51hwSUZuva8</a> Video lecture by Faculty of Management Studies Assistant Professor
cyber marketing <a href="https://www.youtube.com/watch?v=Tjl9OLQBOon0">https://www.youtube.com/watch?v=Tjl9OLQBOon0</a> Video lecture by Ministry of HRD, Government of India.

## Links for Recommended Case Studies

### 1. *Reviving Khadi in India*

<https://www.icmrindia.org/free%20resources/casestudies/Reviving%20Khadi.htm>

### 2. *Kellogg's Indian Experience: A Failed Launch*

<https://www.icmrindia.org/free%20resources/casestudies/Marketing%20freecasestudy1.htm>

### 3. *Lifebuoy in India: Product Life Cycle Strategies*

<https://www.thecasecentre.org/educators/products/view?id=92022>

### 4. *Haldiram's Group - Seeking the 'Right' Marketing Mix*

<https://www.icmrindia.org/free%20resources/casestudies/haldiram1.htm>

### 5. *The Nirma Story*

<https://www.icmrindia.org/free%20resources/casestudies/The%20Nirma%20Story1.htm>

### 6. *Relaunch of Frooti-The 'Digen Verma' Campaign*

<https://www.icmrindia.org/free%20resources/casestudies/frooti.htm>



## Reference Books

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). Principles of Marketing (17th ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). Marketing Management: A South Asian Perspective (14th ed.). New Delhi: Pearson.
4. Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). Marketing Management: Global perspective Indian context (4th ed.). New Delhi: Macmillan.
6. Saxena, R. (2009). Marketing Management (4th ed.). New Delhi: Tata McGraw Hill.

## UC-SMS(M)-306 – Consumer Behaviour

### Learning Outcomes:

- Discussing and understanding the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
- Apply relevant consumer behavior theories in understanding the impact of marketing strategies.
- Develop critical and reflexive understandings of the nature of consumption, markets and culture. Apply appropriate research techniques. Appreciate the complexity of consumer behavior.

Sr.No.	Modules/ Units	No. of Lectures
1	<b>Introduction to Consumer Behaviour</b> 1.1 Meaning of Consumer Behaviour, Features and Importance 1.2 Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types of Consumer Behaviour 1.3 Profiling the consumer and understanding their needs Consumer Involvement : Consumer Research 1.4 Application of Consumer Behaviour knowledge in Marketing	15

	1.5 Consumer Decision Making Process and Determinants of Buyer Behaviour, Factors affecting each stage, and Need recognition.	
2	<p><b>Individual- Determinants of Consumer Behaviour</b></p> <p>2.1 Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</p> <p>2.2 Personality – Concept, Nature of personality, Personality Traits and it’s Marketing significance, Impact of Brand Image on Consumer Behaviour</p> <p>2.3 Self Concept – Concept</p> <p>2.4 Consumer Perception</p> <p>2.5 Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude</p> <p>2.6 Attitude - Concept of attitude</p> <p>2.7 Formation &amp; Change.</p>	15
3	<p><b>Environmental Determinants of Consumer Behaviour</b></p> <p>3.1 Family Influences on Buyer Behaviour,</p> <p>3.2 Roles of different members, needs perceived and evaluation rules.</p> <p>3.3 Modern family life cycle stage and size.</p> <p>3.4 Social Class and Influences.</p> <p>3.5 Group Dynamics: In-group and Out-group, Social Class, Reference Groups Opinion Leadership and Influencers</p> <p>3.6 Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</p>	15
4	<p><b>Consumer decision making models and New Trends</b></p> <p>4.1 Consumer Decision making: Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making,</p> <p>4.2 E-Buying behavior - Customer Journey Maps</p> <p>4.3 Recent trends in studying consumer behaviour</p>	15

**Self-Learning topics (Unit wise)**

Unit	Topics
1	1.4 Application of Consumer Behaviour in Marketing
2	2.1 Application of Motivational Theories
3	3.4 Social Class and its Influence
3	3.6 Cultural Influences on Consumer Behaviour

### Online Resources

<a href="https://nptel.ac.in/courses/110/105/110105029/">https://nptel.ac.in/courses/110/105/110105029/</a>
<a href="https://nptel.ac.in/courses/110/105/110105074/">https://nptel.ac.in/courses/110/105/110105074/</a>
<a href="https://nptel.ac.in/courses/110/105/110105054/">https://nptel.ac.in/courses/110/105/110105054/</a>
<a href="https://nptel.ac.in/courses/109/103/109103136/">https://nptel.ac.in/courses/109/103/109103136/</a>

### Reference Books:

1. Consumer Behavior - Insights from Indian Market by Mr.Ramanuj Maujmdar
2. Consumer Behavior - cases and concepts by Mr. S. Ramesh Kumar
3. Consumer Behavior and Branding - Mr. S. Ramesh Kumar

## UC-SMS(M)-307– Product Innovations Management

### Learning Outcomes:

- To give students an insight into the main innovation management terminology and concepts
- To help students recognize and describe different types of idea generation systems
- To make students understand the diffusion of innovation cycle and concepts of innovation strategy.
- Students will define creativity and understand how creativity can be stimulated and internalize how innovation projects should be selected and managed.

Sr. No.	Modules / Units	No. of Lectures
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1	<p><b>Innovations of Management</b></p> <p>1.1 Concept and Features of Innovation  1.2 Types of Innovations  1.3 Features of Innovation Management  1.4 Significance of Innovation  1.5 Principles of innovations.  1.6 Left and right brain thinking  1.7 Creative thinking, Traditional V/S Creative thinking, Intuition  1.8 Introduction to creativity and Process of creativity  1.9 Creativity methods</p>	15
2	<p><b>Managerial Aspects of Innovation Functions</b></p> <p>2.1 Concept of Organizational Culture  2.2 Culture and Strategy for Innovation  2.3 Group Brainstorming and Teamwork: Some Rules for the Road to Innovation  2.4 Explaining Psychological Safety in Innovation Teams: Organizational Culture, Team Dynamics, or Personality?  2.5 Begging, Borrowing, and Building on Ideas From the Outside to Create Pulsed Innovation Inside Teams  2.6 Developing Innovation strategies  2.7 Market standing based strategies  2.8 Need for creative organizations  2.9 Characteristics of creative organizations  2.10 Creating creative organizations – McKinsey’s 7S framework  2.11 Fostering innovations climate and culture.  2.12 Creative Associations and Entrepreneurial Opportunities</p>	15
3	<p><b>Product innovations, Process Innovations and Innovations Diffusion</b></p> <p>3.1 Types of new products  3.2 New product development process  3.3 Technology Strategy for product innovation  3.4 Packaging innovations  3.5 Positioning innovations  3.6 New product failures  3.7 Concept of Process and Process Innovation  3.8 Features of process  3.9 Types of process innovations  3.10 Process Management  3.11 Process improvement methods - Business process reengineering; Benchmarking,  3.12 Concept of diffusion of innovation and adoption  3.13 Innovations diffusion theories</p>	15

	3.14 Factors influencing diffusion strategy 3.15 Internalization of innovations	
4	<b>New Product Development Strategy</b> 4.1 Concept of new product development, specifications 4.2 5 step methods of concept generation 4.3 Methods for selecting a concept 4.4 Concept screening 4.5 Concept scoring, 4.6 Introduction to Product Testing 4.7 Purpose of product testing 4.8 Overriding concerns of product testing 4.9 Major decision in constructing a product test.	15

### Self-Learning Topics (Unit Wise)

Unit	Topics
1	2.2 Strategy for Innovation
2	3. 2 New Product Development Process
3	3. 8 Types of Process Innovation
4	4.1 New Products Development

### Online Resources:

<b>Strategy for Innovation-</b> <a href="https://youtu.be/wWsl48VLfVY">https://youtu.be/wWsl48VLfVY</a> (IISC)
<b>Product Development Process -</b> <a href="https://youtu.be/oLmSw236UFA">https://youtu.be/oLmSw236UFA</a> (IIT Delhi)
<b>Types of Process Innovation -</b> <a href="https://youtu.be/oLmSw236UFA">https://youtu.be/oLmSw236UFA</a> ( IIT Delhi)
<b>New Products Development –</b> <a href="https://youtu.be/QxQfAw1049M">https://youtu.be/QxQfAw1049M</a> (Nptel online course)

### Reference Books:

- Creativity and Innovation in Organizational Teams by Hoon-Seok Choi, Leigh L. Thompson
- Strategy, Innovation and Change – Challenges for Management by Robert Galavan, John Murray, Costas Markides
- Product Innovations Management by Vikay Vishwakarma and Prateek Kumar (Tech-Max Publications, Pune)

- Jugaad Innovation: A Frugal and Flexible Approach to Innovation for the 21st Century- Jaideep Prabhu, Navi Radjou, and Simone Ahuja

### UC-SMS(M)-308 Sports Marketing

#### Learning Outcomes

- Explain how marketing concepts related to the marketing mix (product, price, place and promotion) apply to sports-related settings.
- Identify characteristics related to sports marketing promotion mix and
- Understand the sports marketing environment and trends influencing marketers.
- Evaluate sports sponsorship decisions
- Understand the process and structure in sporting events

Sr No	Units	No. of Lectures
1	<p><b>Sports Marketing: Introduction, Environment &amp; Research</b></p> <p>1.1 Introduction to sports marketing: Sports marketing definition &amp; characteristics,</p> <p>1.2 Marketing myopia in sports,</p> <p>1.3 Distinctive features of sports marketing, Model of sports Industry,</p> <p>1.4 Implementation of sports marketing programme</p> <p>1.5 Environment &amp; Research in Sports Marketing: Environmental factors, individual factors,</p> <p>1.6 Decision making for sports involvement,</p> <p>1.7 Role of research in sports marketing: types of primary market research, common problems in sports marketing research</p>	15
2	<p><b>The sports Product, Pricing Strategies &amp; Sponsorship</b></p> <p>2.1 The sports products: Core &amp; extensions,</p> <p>2.2 Key issues in sports products strategy,</p> <p>2.3 Managing sports brands,</p> <p>2.4 Brand Equity: benefits &amp; development,</p> <p>2.5 Sales: Definition, sales approaches used in sports, selling sports to the community</p> <p>2.6 Pricing strategies: The basics of pricing, core issues, factors affecting pricing</p> <p>2.7 Sponsorship: Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships</p>	15
3	<p><b>Promotion &amp; Distribution Strategies in Sports Marketing</b></p> <p>3.1 Promotional strategies: Promotional concepts &amp; practice,</p> <p>3.2 Components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing &amp; advertising.</p> <p>3.3 Media options in sports marketing,</p> <p>3.4 Distribution strategies: Placing core products &amp; their extensions, the facility: marketing channels, the product-place matrix.</p>	15

4	<b>Legal Aspects &amp; Marketing of major Sport Events</b> 4.1 Cross impact among the 5Ps of sports marketing mix 4.2 Legal aspects of sports marketing: Endorsement agreement, Player agreement, Franchise agreement & Sponsorship agreement 4.3 Marketing of major sport events: Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament.	15
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### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Marketing myopia in sports
2	2	Sponsorship
3	3	Media options in sports Marketing

### Online Resources

<a href="https://nptel.ac.in/content/storage2/courses/122106032/Pdf/1_1.pdf">https://nptel.ac.in/content/storage2/courses/122106032/Pdf/1_1.pdf</a>
<a href="https://nptel.ac.in/courses/110/104/110104068/">https://nptel.ac.in/courses/110/104/110104068/</a>
<a href="https://www.coursera.org/learn/sports-marketing">https://www.coursera.org/learn/sports-marketing</a>

### References

- Phil Schaaf -Sports Marketing - It's not just a game anymore .
- Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author) - Sport Marketing
- Larry DeGaris- Sports Marketing: A Practical Approach February 2015
- Matthew D.Shank and Mark R. Lyberger, Sports Marketing: A Strategic Perspective, 5th edition 3 October 2014
- David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen & Unwin, 2009 (3rd edition), Strategic Sport Marketing
- Introduction to Sport Marketing, Second edition, By Aaron C.T. Smith, Bob Stewart
- Sports Marketing: A Strategic Perspective, 5th edition Paperback – Import, 21 November 2014, by Matthew D. Shank (Author), Mark R. Lyberger (Author)

**Human Resource Management Electives**  
**UC-SMS(H)-309 – Training & Development**

**Learning Outcomes:**

- It will make students learn how to improve the performance of employees at work place through training and development.
- It will enhance the decision-making skills of students.
- Students will learn how good training programme can help the organization in retaining their talent and in coping with this ever changing environment.
- Relevance of management development programmes in the Organizations to develop best managers.

Sr No	Units/Modules	No. of Lectures
1	<p><b>Overview of Training</b></p> <p>1.1 A Systematic Approach to Training Human Resource Development Meaning, Importance, HRM Vs HRD</p> <p>1.2 Concept, scope, importance, objectives, features, need and assessment of training. Distinction between Training and Development – Principles of Learning – e-Learning, Competency Mapping</p> <p>1.3 Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis, Types–On the Job &amp;Off the Job Method.</p> <p>1.4 Criteria &amp; designing-Implementation– an effective training program.</p> <p>1.5 Evaluation of Training and Levels of training</p>	15
2	<p><b>Overview of Development</b></p> <p>2.1 Development– concept, scope, importance &amp; need and features, Human Performance Improvement</p> <p>2.2 Meaning of counselling, Counselling techniques with reference to development employees, society and organization.</p> <p>2.3 Model for planned self development, Importance of Personal Development plan, different ways to improve personal development skills. Examples of personal Development plan.</p> <p>2.4 Succession planning meaning, Succession Planning Vs Career Planning, Process of Succession Planning</p>	15
3	<p><b>Career development and Management Development Concepts</b></p> <p>3.1 Career development cycle, Benefits of career planning to individual as well as organization - Internal mobility: promotions, transfers, Separation</p> <p>3.2 Special issues in training and employee development and career development</p> <p>3.3 Meaning of Management Development</p> <p>3.4 Process of MDP.</p> <p>3.5 Programs &amp; methods, importance, evaluating a MDP.</p>	15



4	<b>Performance measurement</b> 4.1 Performance measurements– Concept, Advantages of Appraisals, pitfalls & ethics of appraisal. 4.2 New technologies used in training, Global Training Trends :New technology in training and development, Cultural Diversity Training 4.3 Competency Mapping – Concept, importance , need , application	15
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#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Evaluation of Training and needs
2	1	Types of Training
3	2	Succession Planning
4	4	Competency Mapping – Concept, importance , need , application

#### Online Resources

<a href="https://www.youtube.com/watch?v=FiPPfxWgefA">https://www.youtube.com/watch?v=FiPPfxWgefA</a> (IIT Kharagpur)
<a href="http://www.digimat.in/nptel/courses/video/110105069/L06.html">http://www.digimat.in/nptel/courses/video/110105069/L06.html</a>
<a href="http://www.digimat.in/nptel/courses/video/110105069/L09.html">http://www.digimat.in/nptel/courses/video/110105069/L09.html</a>
<a href="https://www.youtube.com/watch?v=nqXUfrbLUM">https://www.youtube.com/watch?v=nqXUfrbLUM</a> (NPTEL)

#### Reference Books

- David A Decenzo & Stephen P Robbins India Personnel/Human Resource Management, - Prentice-Hall
- Gary Dessler, Prentice-Hall, India , Human Resource Management
- John M Ivancevich – TMH, Human Resource Management, 7e
- Wayne F Cascio – TMH , Managing Human Resources, 5e
- K Aswathappa – Tata Mcgraw-Hills, Human Resources and Personnel Management Text and Cases
- Training And Development- S.K. Bhatia

## UC-SMS(H)-310 –Motivation & Leadership

### Learning Outcomes:

- Students will learn the importance of strong leadership and how they can inculcate good habits of great leaders in their professional life.
- It will help students in learning how organisation can help their employees managing work life balance.
- The course will help in understanding essential skills leaders need, identify several specific leadership styles, and the appropriate use of each leadership style.
- Students will learn Identifying the expectations and needs of the employees and motivating them for improved performance.

Sr No	Units/ Modules	No of lectures
1	<b>Motivation-I</b> 1.1 Concept of motivation 1.2 Importance of Motivation at workplace 1.3 Ways of motivating employees at workplace 1.4 Primary Motives, General Motives and Secondary Motives 1.5 Motivation and Productivity. 1.6 Tools of Motivation 1.7 Intrinsic and Extrinsic Motivation	15
2	<b>Motivation- II</b> 2.1 Work –Life balance – concept, differences, generation and tips on work life balance     Role of HR in work life balance 2.2 Content theories of Motivation Maslow’s Need Hierarchy, McGregor’s Theory-X and Theory-Y, ERG theory, Herzberg two factor Theory 2.3 Process Theories-Vroom’s Expectancy Theory, Valency-Four drive model Theory Z, Equity theory Case study	15
3	<b>Leadership-I</b> 3.1 Leadership– Meaning & Concept 3.2 Traits and Motives of an Effective Leader, Styles of Leadership 3.3 Leadership Skills - Determinants of Leadership – Challenges to leaderships in virtual teams. 3.4 Role of Leadership in developing and Leading High Performing Teams. 3.5 Theories Of Leadership –Trait Theory, Behavioural Theory, Blake & mouton theory 3.6 Leader vs. Manager . 3.7 Transactional v/s Transformational leaders.	15

	3.8 Strategic leaders– meaning, qualities. 3.9 Concept of Servant Leadership Case studies of successful leaders and charismatic leader Case studies of Leaders during crisis situation (especially situational leadership)	
4	<b>Leadership-II</b> 4.1 Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). 4.2 Contemporary issues in leadership 4.3 Leadership roles, team leadership, 4.4 Concept of Mentoring 4.5 Self-leadership, online leadership, finding and creating effective leader. 4.6 Role of Emotional Intelligence : Definition – self-awareness, self-regulation, social skills, social awareness, Emerging Leaders at the time of crisis	15

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Motives and types of motivation
2	2	Work –Life balance concept, differences, generation and tips on work life balance. Role of HR in work life Balance
3	3	Case study of successful leaders, Leaders vs Managers
4	4	Emotional intelligence – introduction and concepts

#### Online Resources

<a href="https://nptel.ac.in/courses/110/106/110106145/">https://nptel.ac.in/courses/110/106/110106145/</a>
<a href="https://hbr.org/2020/04/how-to-keep-your-team-motivated-remotely">https://hbr.org/2020/04/how-to-keep-your-team-motivated-remotely</a> (Harvard Business Review)
<a href="https://www.youtube.com/watch?v=QM1Z8Vc9i9k">https://www.youtube.com/watch?v=QM1Z8Vc9i9k</a> (IIT)
<a href="http://www.infocobuild.com/education/audio-video-courses/psychology/EmotionalIntelligence-IIT-Kharagpur/lecture-05.html">http://www.infocobuild.com/education/audio-video-courses/psychology/EmotionalIntelligence-IIT-Kharagpur/lecture-05.html</a>
<a href="https://www.digimat.in/nptel/courses/video/109105116/L01.html">https://www.digimat.in/nptel/courses/video/109105116/L01.html</a>

#### Reference Books

- Emotional Intelligence ,Daniel Goleman, Bantam Books
- Human Relations and Organizational Behaviour 5<sup>th</sup> e Dwivedi, R S. MacMillan Publications India – 2001

- Organizational Behavior -Stephen P Robbins, Seema Sanghi –Pearson
- Blanchard, Kenneth H et al. Prentice-Hall, Management of Organizational Behaviour

### **UC-SMS(H)-311 –Performance Management and Career Planning**

#### **Learning Outcome**

- To acquaint students on performance management tools used in the Organization.
- Students will understand purpose, importance and evaluation techniques of performance appraisal
- Awareness of ethical practices followed in performance management and the impact of the same.
- To highlight the importance of career planning models and changing career patterns in the modern Organization.

<b>Sr No</b>	<b>Units/ Modules</b>	<b>No. of Lectures</b>
1	<p><b>Performance Management – An Overview</b></p> <p>1.1 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,</p> <p>1.2 Performance Management Cycle , Best Practices in Performance Management, Future of Performance Management.</p> <p>1.3 Global trends / future trends of performance management, Relevant case of Companies with best performance management system</p> <p>1.4 Facilitation of Performance Management system through automation : Improving Quality of Planning and design of performance management, Improving the objectivity of Performance management, Improving execution effects of performance management, Automation in performance management, Automation process</p>	15
2	<p><b>Performance Planning –</b></p> <p>2.1 Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking , Performance Managing – Meaning, Objectives, Process</p> <p>2.2 Performance Appraisal – Performance appraisal and uses , Performance appraisal process, Performance standards: traits, behaviours, competencies, goals achievement and improvement potential, KRA/KPI's, Performance appraisal and period, Methods of performance appraisal, Balance score card, HR Score card, Problems in performance appraisal, How to conduct effective appraisal process- Use of Bell Curve and Nine Box Performance Appraisal in the Organization.</p>	15

	2.3 Performance Management Implementation – Strategies for Effective Implementation of Performance Management • Linking Performance Management to Compensation • Concept of High Performance Team  2.4 Data Driven Performance Management	
3	<b>Ethics in Performance Management</b> 3.1 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 3.2 Under Performers and Approaches to Manage Under Performers, Retraining 3.3 Key Issues and Challenges in Performance Management 3.4 Potential Appraisal: Steps, Advantages and Limitations. 3.5 Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.	15
4	<b>Career planning and development</b> 4.1 Career Planning and Development Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning 4.2 Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives 4.3 Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model 4.4 New Organizational Structures and Changing Career Pattern	15

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process,
2	2	Performance evaluation and appraisal , Score cards
3	3	Potential Appraisal
4	4	Career Management and Planning

#### Online Resources

<https://nptel.ac.in/courses/110/105/110105137/>

[https://youtu.be/bu\\_yh3h0n3U](https://youtu.be/bu_yh3h0n3U) (nptel)

<https://nptel.ac.in/courses/110/105/110105069/>

<https://youtu.be/wgr-17KEMCE> (IIT Kharagpur)

<https://nptel.ac.in/courses/110/105/110105069/>

### Reference Books

- Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
- Armstrong, Michael, Baron, Performance Management, Jaico Publishers
- Robert Bacal, Performance Management, McGraw-Hill Education, 2007
- T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.
- Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.
- A.S. Kohli, T.Deb, Performance Management, Oxford University Press.
- Herman Aguinis, Performance Management, Second edition, Pearson Education.

### UC-SMS(M)-312 Employees Welfare and Relations

#### Learning Outcome

- Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
- Understand the various processes and procedures of handling Employee Relations
- Overview on Labour Welfare practices in India

#### Employees Welfare and Relations

Sr No	Unit/Modules	No. of lectures
1	<b>Overview of Employee Relations and Collective Bargaining</b> 1.1 Relations - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations 1.2 Employee Relation Policies – Meaning and Scope, Ways to Improve Employee Relations 1.3 Collective Bargaining – Meaning, Characteristics, Need and Importance, Classification of collective bargaining - Distributive bargaining, Integrative bargaining, Attitudinal structuring and Intra-organizational bargaining; Principles of Collective Bargaining, Process, Causes for Failure of Collective Bargaining, Conditions for Successful Collective Bargaining	15

	<p>1.4 Collective Bargaining Strategies - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining</p> <p>1.5 Current Trends in Collective Bargaining</p>	
2	<p><b>Overview of Employee Welfare</b></p> <p>2.1 Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group.</p> <p>2.2 Historical Development of Employee/ Labour Welfare in India – Pre and Post Independence, Employee/ Labour Welfare Practices in India</p> <p>2.3 Approaches to Employee/ Labour Welfare – Paternalistic, Atomistic, Mechanistic, Humanistic approach , Theories of Employee Welfare–Policing Theory, Religion Theory, Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory , Administration of Welfare Facilities – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness</p>	15
3	<p><b>Welfare and Work Environment Management</b></p> <p>3.1 Agencies for Labour Welfare – Central Government, State Government, Employers, Trade Union</p> <p>3.2 Women Welfare - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare Responsibility of Employers towards labour welfare</p> <p>3.3 Work Environment Management – Meaning, Need for healthy work environment, measures for providing healthy work</p> <p>3.4 Fatigue at work – Meaning, Causes and Symptoms of Fatigue, Boredom at Workplace – Meaning</p> <p>3.5 Hazards at Workplace – Meaning, Types of Hazards – Physical and Social, Hazard Management – Meaning and Process, Hazard Audit</p> <p>3.6 Accidents and Safety Issues at Workplace – Safety, Safety Culture</p>	15
4	<p><b>Workers Participation and Employee Grievance</b></p> <p>4.1 Workers Participation in Management – Concept, Pre-requisites, forms &amp; levels of participation, Benefit of Workers Participation in Management, Importance of employee stock option plans as a method of participation.</p>	15

	<p>4.2 Employee Grievance – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of Handling Grievance</p> <p>4.3 Role of Industrial Relations Manager in Promoting &amp; Establishing Peaceful Employee Relations</p>	
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### Self-Learning Topics

1.1 Overview of Employee Relations
2.1 Meaning, Need for Employee Welfare and Types of Welfare Services – Individual and Group.
3.6 Employee safety, health and environment

### Online Resources

<a href="https://youtu.be/KRjsEQXeBvo">https://youtu.be/KRjsEQXeBvo</a> IIT Kharagpur
<a href="https://www.youtube.com/watch?v=https://onlinecourses.nptel.ac.in/noc20_mg15/preview=KoDiuL6NqgQ">https://www.youtube.com/watch?v=https://onlinecourses.nptel.ac.in/noc20_mg15/preview=KoDiuL6NqgQ</a> (IIT Kharagpur)
<a href="https://onlinecourses.nptel.ac.in/noc20_mg15/preview">https://onlinecourses.nptel.ac.in/noc20_mg15/preview</a>

### Reference Books

1. Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar
2. Labour Management relations in India – K.M. Subramanian
3. Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982
4. Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj



## UC-SMS-313 – Information Technology in Business Management

### Learning Outcome

- It will help student to be a professional when it comes to working with the banking sector and corporates world or even they can plan to take a full time course from the given topic mention in the syllabus.
- Since the basic of the course is design in such a way that they will be able to understand the topic and will not be wasting time in learning Basic of the topic again.
- There are well equipped with the hands-on skill for the industry.
- We are making them professional in a way that one can be qualified to be a Literate in the Field of Information technology what is needed for the current industry and academia
- Student skills are developed in such a way that industry must absorb them after they finish their final year
- Today we want our students to be market oriented so we have e module to know more about ERP. Digital Marketing and Power BI.

Sr No	Modules/ Units	No. of Lectures
1	<p><b>Management Information System</b></p> <p>1.1 Overview of MIS</p> <ul style="list-style-type: none"> <li>• Definition, Characteristics</li> </ul> <p>1.2 Subsystems of MIS (Activity and Functional subsystems)</p> <p>1.3 Structure of MIS</p> <p>1.4 Reasons for failure of MIS.</p> <p>1.5 Understanding Major Functional Systems</p> <ul style="list-style-type: none"> <li>• Marketing &amp; Sales Systems</li> <li>• Finance &amp; Accounting Systems</li> <li>• Manufacturing &amp; Production Systems</li> <li>• Human Resource Systems</li> <li>• Inventory Systems</li> </ul> <p>1.6 Sub systems, description and organizational levels</p> <p>1.7 Decision support system</p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Relationship with MIS</li> </ul> <p>1.8 Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</p>	15

2	<p><b>ERP/E-SCM/E-CRM</b></p> <p>2.1 Concepts of ERP</p> <p>2.2 Architecture of ERP</p> <ul style="list-style-type: none"> <li>• Generic modules of ERP</li> </ul> <p>2.3 Applications of ERP</p> <p>2.4 ERP Implementation concepts</p> <ul style="list-style-type: none"> <li>• ERP lifecycle</li> </ul> <p>2.5 Concept of XRP (extended ERP)</p> <p>2.6 Features of commercial ERP software</p> <ul style="list-style-type: none"> <li>• Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</li> </ul> <p>2.7 Concept of e-CRM</p> <ul style="list-style-type: none"> <li>• E-CRM Solutions and its advantages, how technology helps?</li> </ul> <p>2.8 CRM Capabilities and customer Life cycle</p> <ul style="list-style-type: none"> <li>• Privacy Issues and CRM</li> </ul> <p>2.9 Data Mining and CRM</p> <ul style="list-style-type: none"> <li>• CRM and workflow Automation</li> </ul> <p>2.10 Concept of E-SCM</p> <ul style="list-style-type: none"> <li>• Strategic advantages, benefits <ul style="list-style-type: none"> <li>• E-SCM Components and Chain Architecture</li> </ul> </li> </ul> <p>2.11 Major Trends in e-SCM</p> <p>Case studies ERP/SCM/CRM</p>	15
3	<p><b>Introduction to Power BI</b></p> <p>3.1 POWER BI DESKTOP (installation and tool to get familiar with)</p> <ul style="list-style-type: none"> <li>• Overview of the Rhyme Interface</li> <li>• Importing the Data using power query</li> <li>• Fixing the Column Names using power query</li> <li>• Transforming the Data</li> </ul> <p>3.2 POWER BI CHART (REPORT)</p> <ul style="list-style-type: none"> <li>• Creating Reports</li> </ul> <p>3.3 POWER BI KPI INDICATORS (visualization and how they can benefit)</p> <p>3.4 POWER BI DASHBOARD (how to create interactive Dashboard)</p> <p>3.5 Creating Power BI Reports and AutoFilters</p> <ul style="list-style-type: none"> <li>• Report Design with Legacy &amp;. DAT File</li> <li>• Report Design with Database Table</li> <li>• "Get Data" Option and Report Verification in Cloud.</li> </ul>	15

	<ul style="list-style-type: none"> <li>• Stacked Bar Chart, Stacked Column Chart</li> <li>• Clustered Bar Chart, Clustered Column Chart</li> <li>• Adding Report Titles, Report Format Options</li> </ul> <p>3.6 Hierarchies and Drill Down Report</p> <ul style="list-style-type: none"> <li>• Hierarchies and Drill Down Options</li> <li>• Aggregate with Bottom /Up Navigation Rules</li> <li>• Automated Records Selection with Tabular Data</li> <li>• Parameter for Column Data and Table / Query Filters</li> </ul>	
4	<p><b>Digital Marketing</b></p> <p>4.1 Introduction of Digital Marketing</p> <p>4.2 Difference between Traditional Marketing and Digital Marketing</p> <p>4.3 Different types of Social Media Marketing Platform</p> <p>4.4 Introduction of Web designing</p> <p>4.5 SEO</p> <p>4.6 Importance of Keywords</p> <p>4.7 Importance of Photoshop for Creating Post and creating websites</p> <p>4.8 Editing of Photos</p> <p>4.9 Removing of Background, Color Correction, Effects, Filter</p> <p>4.10 Creating Post or Web layout</p> <p>4.11 Importance of Video Promotion</p> <p>4.12 Paid Promotion</p> <p>4.13 Google Ads</p>	<b>15</b>

**Detailed Scheme Practical**  
Practical of Semester III

<b>Topic</b>	<b>Title</b>	<b>No. of Lectures</b>
PowerBI	<ol style="list-style-type: none"> <li>1. Installation of software on PC</li> <li>2. How to add text file data to PowerBI, convert, transform to power Query and Merging of column, split the data of col, delete the column</li> <li>3. How to add excel file to Power BI, convert, transform to power Query and Merging of column, split the data of col,</li> </ol>	10 Lectures per Practical per Batch

	<p>delete the column</p> <ol style="list-style-type: none"> <li>4. Connecting PDF file to power Query to transfer data to tabular form</li> <li>5. To display unique list of data using power query, auto update of newly added to excel will reflect in power query</li> <li>6. Adding data from multiple sheets of excel workbook (append Query.</li> <li>7. Calling pivot table to power query (unpivoting the pivot table)</li> <li>8. Data Cleaning (removing unwanted row, column,</li> <li>9. Using if condition in power query and transforming the data</li> <li>10. Creating Chart and Report</li> <li>11. Creating a dash board using PowerBI, compare the same with excel Dash Board</li> </ol>	
Digital Marketing	<ol style="list-style-type: none"> <li>1. Installation of Photoshop</li> <li>2. Editing of Photos, merging of Photos, importance of Pallet</li> <li>3. Removing of Background, Color Correction, Effects, Filter</li> <li>4. Creating Post or Web layout</li> <li>5. Creating Post to promote Ad, Banner</li> <li>6. Importance of Video Promotion using google</li> <li>7. Paid Promotion</li> <li>8. Google Ads</li> </ol>	10 Lectures per Practical per Batch

### Self-Learning topics (Unit wise):

Unit	Topics	
2	Modern E-Business Software System ERP/E-SCM/E-CRM	<ul style="list-style-type: none"> <li>• Student can go to Google and find relevant information on ERP / SCM / CRM and make a presentation to the class</li> <li>• Students can also do a case study on the above topic for Self-evaluation.</li> <li>• Students can also do a live project on research based on data collected for the above topic and provide their input on the same.</li> </ul>
4	MIS	<ul style="list-style-type: none"> <li>• Student can visit some website on MIS and make a presentation on the same</li> <li>• They can show a live demo of Working with MIS software</li> <li>• Can take a help of Excel to produce MIS</li> </ul>

		<p>Environment to explain how MIS works in Field Work</p> <ul style="list-style-type: none"> <li>• Can explain different MIS Software used in the Corporate World</li> </ul>
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### Online Resources

#### 1. ERP

<http://www.erp.wiziontech.com/implementation>

[https://www.researchgate.net/publication/262936402\\_A\\_Proposed\\_Model\\_for\\_Integration\\_of\\_ERP\\_CRM\\_SRM\\_and\\_Supply\\_Chain\\_Management](https://www.researchgate.net/publication/262936402_A_Proposed_Model_for_Integration_of_ERP_CRM_SRM_and_Supply_Chain_Management)

ERP, Source: Science Supercourse,

<http://ndl.iitkgp.ac.in/document/OEYweXpIRmlkYURkM3JkbUdtKy9UUXhCeU05akdSRHR2MTRvc3ZUUmYwZ3hqTINnUW5CU2lWQkp2Qk1EYWhTSHIPRlpyaXFvUmVaR3IvNmxJQ0RQY2c9PQ>

#### Reference Books:

1. Digital Marketing for Dummies By Ryan Deiss and Russ Hennesberry, 2017
2. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising By Cory Rabazinsky, 2015
3. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life by Devin Knight (Author), Brian Knight (Author), Mitchell Pearson (Author), Manuel Quintana (Author)
4. Microsoft Power BI Dashboards Step by Step 1st Edition by Errin O'Connor (Author)
5. Enterprise Resource Planning” by Bansal
6. “Enterprise Resource Planning” by Rajesh Ray
7. Essentials of Supply Chain Management by "Michael Hugos”
8. Management Information System. Prof. Kunal Kanti Ghosh, Prof. Surojit Mukherjee, Prof. Saini Das, IIT Kharagpur:  
<https://nptel.ac.in/courses/110/105/110105148/>
9. Management Information System (MIS),  
<https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>

## UC-SMS-314 – Foundation Course III ( Environmental Management)

### Learning Outcome:

- To understand and apply core concepts and methods from ecological and physical sciences to solve problems
- To appreciate key concepts from economic, political, and social analysis as the learners pertain to the design and evaluation of environmental institutions and policies.
- To reflect critically about one's identity and role as citizen, consumer and environmental actor in an interconnected and complex world
- To gain knowledge and skills required to pursue professional career and advanced study related to the multi-faceted nature of environmental studies
- To be more sensitive towards complex environmental issues and develop interdisciplinary approach to face today's challenges

Sr No	Modules/ Units	No. of Lectures
1	<b>Environmental Concepts:</b> 1.1 Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere 1.2 Biodiversity: Definition, types and conservation 1.3 Ecosystem & Ecology; Food chain, food web, types and functions 1.4 Resources: Meaning, classification, alternative energy sources, types and exploitation of natural resources in sustainable manner 1.5 Anthropogenic impact on the environment	15
2	<b>Environmental Degradation</b> 2.1 Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies 2.2 Pollution – Meaning, types, causes and remedies (land, air, water and others) Global warming: meaning, causes and effects. 2.3 Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste) 2.4 Disaster Management: meaning, disaster management cycle Case Studies	15
3	<b>Sustainability and role of business</b> 3.1 Sustainability: Definition, importance, leadership and Environment Conservation. 3.2 Environmental clearance for establishing and operating Industries in India. 3.3 EIA, Environmental auditing, ISO 14001 3.4 Salient features of Water Act, Air Act and Wildlife Protection Act.	15

	3.5 Carbon bank, carbon footprint & Kyoto protocol , Paris Convention 3.6 Geospatial technology	
4	<b>Innovations in business- an environmental perspective</b> Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, waste management projects for profits, Eco- consulting, Sustainability model, circular economy business model, ESG and other business projects for greener future	<b>15</b>

### Self-Learning topics (Unit wise)

Unit	Topics
1	1.3 Ecosystem & Ecology; Food chain, food web , types and functions
2	2.4 Disaster Management: meaning, disaster management cycle
3	3.1 Sustainability: Definition, importance, leadership and environment conservation.
4	Innovations in business- an environmental perspective : Innovative Business Models

### Online Resources

Unit	Topics
1	<a href="https://nptel.ac.in/content/storage2/courses/122103039/pdf/mod6.pdf">https://nptel.ac.in/content/storage2/courses/122103039/pdf/mod6.pdf</a> 1.3 Ecosystem & Ecology; Food chain, food web , types and functions
2	<a href="https://nptel.ac.in/courses/105/104/105104183/">https://nptel.ac.in/courses/105/104/105104183/</a> 2.4 Disaster Management: meaning, disaster management cycle
3	<a href="https://www.youtube.com/watch?v=bjrPiIem30g&amp;t=1928s">https://www.youtube.com/watch?v=bjrPiIem30g&amp;t=1928s</a> 3.1 Sustainability: Definition, importance, leadership and environment conservation.
4	<a href="https://www.boardofinnovation.com/blog/circular-business-model-examples/">https://www.boardofinnovation.com/blog/circular-business-model-examples/</a> Innovations in business- an environmental perspective : Innovative Business Models

## Reference Books

1. Jennifer A. Elliott - An Introduction to Sustainable Development
2. C. J. Barrow - Environmental Management and Development
3. Hazel Barrett - Health and Development
4. McNeill, J.R. - Something New Under the Sun: an environmental history of the twentieth century
5. Pepper, D. - The Roots of Modern Environmentalism. London, Croom Helm
6. Hunt, C.E. -Thirsty Planet: strategies for sustainable water management

## UC-SMS-315 -Business Planning and Entrepreneurship Management

### Learning Outcomes

- Sharpen creative, innovative and problem solving skills of students which will enable them to ideate towards new entrepreneurial ventures.
- Students will learn life skills and how to tackle failures and uncertainties especially in the domain of entrepreneurship.
- Identification and selection of best entrepreneurial opportunities through application of design thinking and other methodologies.
- Learn new modern business models, entrepreneurial culture and ethics.

Sr No	Units/Modules	No of lectures
I	<b>Foundations of Entrepreneurship Development:</b> 1.1 Foundations of Entrepreneurship Development: Definition of Entrepreneur Concept of Entrepreneurship, Importance and significance of growth of entrepreneurial activities 1.2 Entrepreneurial Decision Making activities Role models, mentors and support system for entrepreneurs 1.3 Theories of Entrepreneurship: Innovation Theory by Schumpeter, Theory of Social change by Everett Hagen 1.4 External Influences on Entrepreneurship Development (PESTLE) 1.5 Role of Entrepreneurial culture in Entrepreneurship Development, relevance of subcultures of different countries.	15



II	<p><b>Types &amp; Classification Of Entrepreneurs</b></p> <p>2.1 Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs Development of Women Entrepreneurs with reference to Self Help Group</p> <p>2.2 Social entrepreneurship–concept, development of Social entrepreneurship in India,</p> <p>2.3 Importance and Social responsibility of NGO’s.</p> <p>2.4 Entrepreneurial development Program (EDP)– concept</p> <p>2.5 Options available to Entrepreneur: Ancillarisation, BPO, Franchise, M&amp;A</p> <p>2.6 Types of Ownership</p> <p>2.7 Innovative Business Opportunities for new generation Entrepreneurs, Entrepreneurship and Family Business</p>	15
III	<p><b>Entrepreneur Project Development &amp; Business Model Canvas</b></p> <p>3.1 Emerging Creativity Education and Research Support</p> <p>3.2 Innovation, Invention, Opportunities through change, Concept of Critical Thinking and Design Thinking</p> <p>3.3 Safeguarding innovations - Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights; Trade secrets</p> <p>3.3 Idea generation– Sources-Development of product /idea</p> <p>3.4 Environmental scanning , SWOT analysis and <b>Porters 5 forces.</b></p> <p>3.5 Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</p> <p>3.6 Business Model Canvas</p> <p>3.7 Critical Risk Contingencies of the proposal, Scheduling and milestones.</p> <p>3.8 Steps involved in starting of Venture: Launching formalities (licensing, registration, GST no and other formalities</p> <p>3.9 Government initiatives to promote entrepreneurship in India: Small and Medium Enterprises Development (MSMED) Act, 2006 (Amended in 2020)</p>	15
IV	<p><b>Venture Development and New Trends in Entrepreneurship Management</b></p> <p>4.1 Institutional support to an Entrepreneur</p> <p>4.2 Product/service development: prototype creation, Proof of Concept (POC), testing the market.</p> <p>4.3 Marketing: customer profiling, Channel of Marketing , avenues of marketing (digital and offline) Sales: B2B vs B2C, Customer pitch</p> <p>4.4 Operations: creating SOPs</p>	15

	<p>4.5 Finance: Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</p> <p>4.6 Human Resources: Role of HRD in New venture and managing teams</p> <p>4.7 New trends in entrepreneurship: Digital Nomadism, Subscription based business</p> <p>4.8 Transition from Campus to Entrepreneurial Life: Elevator pitch, Entrepreneur communities</p>	
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### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Concept of Entrepreneurship
2	1	External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal.
3	2	Women Entrepreneurs
4	3	Environmental scanning and SWOT analysis and Porters 5 forces.
5	4	New trends in entrepreneurship: Digital Nomadism, Subscription based business,

### Online Resources

1. <https://nptel.ac.in/courses/110/107/110107094/>
2. <https://nptel.ac.in/courses/110/106/110106141/>

### References

- Innovation and Entrepreneurship (1985) by Peter F. Drucker
- Angels, Dragons and Vultures (2011) by Simon Acland
- Crossing the Chasm (1991) by Geoffrey A. Moore
- The \$100 Startup (2012) by Chris Guillebeau
- A Dozen Lessons for Entrepreneurs by Tren Griffin
- The Sage handbook of small business and entrepreneurship by Blackburn, Robert A; De Clercq, Dirk; Heinonen, Jarna
- Dream With Your Eyes Open by Ronnie Screwvala by Ronnie Screwvala
- Bhaag by Ganesh V.
- Connect The Dots by Rashmi Bansal
- Dhirubhai Ambani: Against All Odds by A G Krishnamurthy
- Steel King: Lakshmi Mittal by Prateeksha M Tiwary

- Stay Hungry Stay Foolish by Rashmi Bansal
- Government of India, Ministry of Commerce and Industry, Department for Promotion of Industry and Internal Trade (DIPP) report on Evolution of Start-up India, Capturing the 5 years story.
- Government of India, Ministry of Commerce and Industry, Department for Promotion of Industry and Internal Trade (DIPP) report on Start-up India the way ahead.

### UC-SMS-316 – Accounting For Managerial Decisions

#### Learning Outcomes:

- To develop financial analysis skills
- To understand the importance and use of ratio analysis.

Sr No	Units/Modules	No. of Lectures
1	<b>Introduction to Financial Management</b>  1.1 Introduction 1.2 Meaning 1.3 Importance 1.4 Scope and Objectives 1.5 Profit vs Value Maximization	15
2	<b>Vertical Statement</b>  2.1 Study of Balance sheet and Income statement/Revenue statements in vertical form suitable for analysis 2.2 Relationship between items in Balance Sheet and Revenue statement	15
3	<b>Analysis of Financial Statement</b>  3.1 Meaning of financial Statement Analysis, steps, Objective of Analysis. 3.2 Tools of analysis of Financial Statements 3.3 Trend analysis 3.4 Comparative Statement 3.5 Common Size Statement	15
4	<b>Ratio Analysis</b>  4.1 Ratio analysis: Meaning, classification, Du Point Chart, advantages and Limitations. 4.2 Balance Sheet Ratios: I) Current Ratio ii) Liquid Ratio iii) Stock Working Capital Ratio	15

	<p>iv) Proprietary Ratio v) Debt Equity Ratio vi) Capital Gearing Ratio vii) CASA ratio, Provisioning coverage ratio viii) Gross NPA ratio, Net NPA Ratio ix) Capital Adequacy Ratio x) Credit-deposit ratio</p> <p>4.3 Revenue Statement Ratios: i) Gross Profit Ratio ii) Expenses Ratio iii) Operating Ratio iv) Net Profit Ratio v) Net Operating Profit Ratio vi) Stock Turnover Ratio</p> <p>4.4 Combined Ratio i) Return on Capital employed (Including Long Term Borrowings) ii) Return on proprietor's Fund (Shareholders Fund and Preference Capital) iii) Return on Equity Capital iv) Dividend Payout Ratio v) Debt Service Ratio vi) Debtors Turnover vii) Creditors Turnover</p> <p>4.5 Reverse Ratios</p>	
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#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Introduction to Financial Management

#### Online Resources

<https://resource.cdn.icai.org/62098bosinp8cp1.pdf>

#### Reference Books

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin
- Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
- Hingorani NL and ramanthan AR - Management Accounting , New Delhi
- Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi

- Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
- Financial Of Management Accounting by S.R.Varshney,Wisdom

## UC-SMS-317 - Organizational Behaviour and Human Resource Management

### Learning Outcome

- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- Analyze the complexities associated with management of the group behavior in the organization.
- Students will get a clear understanding of managing the human resources from getting employees on board to developing and retaining them
- Evaluate the developing role of human resources in the global era

Sr No	Units	No. of Lectures
1	<p><b>Introduction to Organizational Behaviour</b></p> <p>1.1 Introduction to Organizational Behaviour-Concept and definitions</p> <p>1.2 OB - Interdisciplinary approach</p> <p>1.3 Importance of Organizational Behaviour- OB models– Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</p> <p>1.4 Values and Cross Cultural Dynamics</p> <p>1.5 Understanding Individual – Emotions, Attitude , Job satisfaction , Perception – concepts and errors, Johari Window</p> <p>1.6 Intelligence Quotient, Emotional Quotient and Spiritual Quotient</p>	15
2	<p><b>Group Behaviour and Team Behaviour</b></p> <p>2.1 Group Behaviour Team vs Groups, decision making</p> <p>2.2 Group Behaviour Model: properties of a group</p> <p>2.3 Group processes: effects of groups on the individual, Stages of Group Development, Managing Communication ,</p> <p>2.4 Power and Organizational Politics</p> <p>2.5 Negotiation – Process, Strategies and Crisis negotiation</p> <p>2.6 Transactional analysis – Types of TA, Ego States, Life Positions</p> <p>2.7 Conflict management - Time management strategies.</p> <p>2.8 Learning organization and Knowledge Management</p>	15
3	<p><b>Introduction to Human Resource Management</b></p> <p>3.1 HRM-Meaning, scope and functions</p> <p>3.2 HRP-Definition, objectives, importance, Factors affecting HRP, Process of HRP</p> <p>3.3 Recruitment – Process and Sources , Selection – Process and Types of tests, Types of interviews , Induction and socialization, New trends in recruitment and selection</p>	15

	3.4 HRD-Concept ,meaning, objectives , Training and Development types, Management Development Programs,	
4	<b>Human Resource Development concepts</b> 4.1 Performance Appraisal: concept, process, methods and problems, KRA'S 4.2 Compensation-concept, Incentives and Employee benefits. 4.3 Retention strategies , Career planning-concept of career Planning, Succession Planning 4.4 Global Human Resource Management and future issues : Comparison of Global vs Domestic HRM 4.5 Employees attitudes vs expectation : Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing,	15

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Values and Cross Culture Dynamics , Attitude
2	3	Recruitment and Selection
3	4	Performance Appraisal - concept, process, methods and problems, KRA'S
4	4	Career planning and succession planning

#### Online Resources

<a href="https://youtu.be/laH0JkY9hqs">https://youtu.be/laH0JkY9hqs</a> ( IIT Roorke)
<a href="https://nptel.ac.in/courses/110/105/110105033/">https://nptel.ac.in/courses/110/105/110105033/</a>
<a href="https://nptel.ac.in/courses/122/105/122105020/">https://nptel.ac.in/courses/122/105/122105020/</a>
<a href="https://youtu.be/QuocfX7rQcg">https://youtu.be/QuocfX7rQcg</a> ( Harvard Business Review)
<a href="http://www.digimat.in/nptel/courses/video/110105069/L09.html">http://www.digimat.in/nptel/courses/video/110105069/L09.html</a>

#### Reference Books

- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- Stephen Robbins, Timothy A Judge, Neharika Vohra : Organizational Behaviour, Perarson Eighteenth Edition
- V.S.P Rao :Human Resource Management , Taxmann's 2<sup>nd</sup> Edition
- K.Aswhappa : Human Resource Management Text and Cases 8<sup>th</sup> Edition

## Part 4 – The Scheme of Teaching and Examination

### Semester – IV Summary

Sr. No.	Choice Based Credit System	Subject Code	Remarks
1	Elective Course	UC-SMS(F)-401 UC-SMS(F)-402 UC-SMS (F)-403 UC-SMS(F)-404 UC-SMS(M)-405 UC-SMS(M)-406 UC-SMS (M)-407 UC-SMS(M) -408 UC- SMS(H) -409 UC- SMS(H) -410 UC- SMS(H) -411 UC- SMS(H) -412	Commodities and Derivatives Markets Corporate Restructuring Financial Management Auditing Customer Relationship Management and Rural Marketing Integrated Marketing Communication Event and Social Marketing Tourism Marketing Human Resource Planning and Information System Talent Management Change and Stress Management Conflict and Negotiation
2A	Ability Enhancement Courses (AEC)	UC-SMS-413	Business Research Methods
2B	Skill Enhancement Courses (SEC)	UC-SMS-414	Foundation Course – IV (Ethics and Governance)
3	Course ( <b>Management Studies</b> )	UC-SMS-415 UC-SMS-416 UC-SMS-417	Strategic Management Production and Quality Management Indian Economic System

**Second Year Semester IV Internal and External Detailed Scheme**

Sr. No.	Subject Code	Subject Title	Periods Per Week					Credit	S.L.E.	Internals				Total Marks
			Units	S.L.	L	T	P			CT	AP	TA	SEE	
1	UC-SMS(F)-401	Commodities and Derivative markets	4	20%*	4	0	0	3	10	15	5	10	60	100
2	UC-SMS(F)-402	Corporate Restructuring	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UC-SMS(F)-403	Financial Management	4	20%*	4	0	0	3	10	15	5	10	60	100
4	UC-SMS(F)-404	Auditing	4	20%*	4	0	0	3	10	15	5	10	60	100
5	UC-SMS(M)-405	Customer Relationship Management and Rural Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100



6	UC-SMS(M)-406	Integrated Marketing Communication	4	20%*	4	0	0	3	10	15	5	10	60	100
7	UC-SMS(M)407	Event and Social Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
8	UC-SMS(M)408	Tourism Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
9	UC-SMS(H)409	Human Resource Planning and Information System	4	20%*	4	0	0	3	10	15	5	10	60	100
10	UC-SMS(H)410	Talent Management	4	20%*	4	0	0	3	10	15	5	10	60	100
11	UC-SMS(H)411	Change and Stress Management	4	20%*	4	0	0	3	10	15	5	10	60	100

12	UC-SMS(H) 412	Conflict and Negotiation	4	20%*	4	0	0	3	10	15	5	10	60	100
13	UC-SMS-413	Business Research Methods	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-SMS-414	Foundation Course IV (Ethics and Governance)	4	20%*	4	0	0	2	10	15	5	10	60	100
15	UC-SMS-415	Strategic Management	4	20%*	4	0	0	3	10	15	5	10	60	100
16	UC-SMS-416	Production and Quality Management	4	20%*	4	0	0	3	10	15	5	10	60	100
17	UC-SMS-417	Indian Economic System	4	20%*	4	0	0	3	10	15	5	10	60	100
Total Hours /Credit								20**	Total Marks					700

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

\* One to two lectures to be taken for CONTINUOUS self-learning evaluation.

\*\* Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.

**Total number of subjects in Semester IV will be seven (7).** (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

**Second Year Semester – IV Units – Topics – Teaching Hours**

<b>S. N</b>	<b>Subject Code</b>	<b>Subject Unit Title</b>		<b>Lect ures</b>	<b>Total No. of lectures</b>	<b>Cre dit</b>	<b>Total Marks</b>
<b>1</b>	UC-SMS-401(F)	1	Introduction to commodities and Derivatives Market	15	60	3	100 (60+40)
		2	Futures and Hedging	15			
		3	Options and Option pricing Model	15			
		4	Trading ,Clearing and settlement in Derivatives Market and types of Risk	15			
<b>2</b>	UC-SMS-402(F)	1	Corporate Restructuring – Introduction and concepts (Only Theory)	15	60	3	100 (60+40)
		2	Accounting of Internal Reconstruction (Practical and Theory)	15			
		3	Accounting of External Reconstruction (Amalgamation/ mergers/Takeovers/Absorption Practical and Theory)	15			
		4	Impact of Reorganization of the company- An Introduction (Theory)	15			
<b>3</b>	UC-SMS-403(F)	1	Working Capital Management	15	60	3	100 (60+40)
		2	Cash Flow analysis	15			
		3	Leverage	15			
		4	Receivables Management	15			
<b>4</b>	UC-SMS-404(F)	1	Introduction to Auditing	15	60	3	100 (60+40)
		2	Audit Planning , Procedure and Documentation	15			
		3	Auditing Techniques	15			

		4	Internal Audit	15			
<b>5</b>	UC-SMS-405(M)	1	Introduction to Customer Relationship Management	15	60	3	100 (60+40)
		2	Current and future trends in CRM	15			
		3	Rural Marketing -An Introduction	15			
		4	Rural Marketing Strategies	15			
<b>6</b>	UC-SMS-406(M)	1	Introduction to Integrated Marketing Communication	15	60	3	100 (60+40)
		2	Elements of IMC -I	15			
		3	Elements of IMC -II	15			
		4	Evaluation and Ethics in market communication	15			
<b>7</b>	UC-SMS-407(M)	1	Introduction to Events	15	60	3	100 (60+40)
		2	Types of Events, pricing and Sponsorship	15			
		3	Introduction to Social Marketing and CSR	15			
		4	Trends and Challenges in Event and Social Marketing	15			
<b>8</b>	UC-SMS-408(M)	1	Introduction to Tourism Marketing	15	60	3	100 (60+40)
		2	Tourism Market Segmentation & Product Mix of Tourism Marketing	15			
		3	Concept of Pricing , Place, Promotion and expanded marketing Mix for tourism	15			
		4	Global Tourism, Tourism Organisation, and challenges for Indian Tourism Industry	15			
<b>9</b>	UC-SMS-409(H)	1	Overview of Human Resource Planning	15	60	3	100

		2	Job Analysis, Recruitment and Selection	15			(60+40)
		3	HRP Practitioner, Aspects of HRP and Evaluation	15			
		4	Human Resource Information System	15			
<b>10</b>	UC-SMS-410	1	Introduction to Talent Management	15	60	3	100 (60+40)
		2	Talent Management System	15			
		3	Talent Planning, Acquisition, Engagement and Retention.	15			
		4	Recent trends in Talent Management	15			
<b>11</b>	UC-SMS-411	1	Introduction to Change Management	15	60	3	100 (60+40)
		2	Resistance to change and overcoming	15			
		3	Stress: Concepts, sources and consequences	15			
		4	Stress Management	15			
<b>12</b>	UC-SMS-412	1	Overview of Conflict	15	60	3	100 (60+40)
		2	Conflict Management	15			
		3	Overview of Negotiation	15			
		4	Managing Negotiations, Ethics in Negotiation and 3D Negotiation	15			
<b>13</b>	UC-SMS-413	1	Introduction to Research	15	60	3	100 (60+40)
		2	Data Collection and Processing	15			
		3	Data Analysis and Interpretation	15			
		4	Advance Statistical Techniques and Research report	15			
<b>14</b>	UC-SMS-414	1	Introduction to Business Ethics	15	60	2	100 (60+40)
		2	Ethics in Functional Areas of Business	15			
		3	Corporate Governance	15			

		4	Corporate Social Responsibility	15			
15	UC-SMS-415	1	Introduction	15	60	3	100 (60+40)
		2	Strategy Formulation	15			
		3	Strategy Implementation	15			
		4	Strategy Evaluation and Control	15			
16	UC-SMS-416	1	Production Management	15	60	3	100 (60+40)
		2	Material Management and Inventory Management	15			
		3	Basics of Productivity and TQM	15			
		4	Quality Improvement	15			
17	UC-SMS-417	1	Macro Economics Overview of India	15	60	3	100 (60+40)
		2	Agriculture during Post reform period	15			
		3	The Industry and Service sector during post-reform period	15			
		4	Banking and Financial Markets	15			
			Total			20*	700

- **Lecture Duration – 48 Minutes = 0 . 80 Hours. (48 Lectures equivalent to 48 hours)**
- **1 Credit =16 hours**
- **Foundation Course : 1Credit = 18 hours**  
 \*\* Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.  
**Total number of subjects in Semester IV will be seven (7).** (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

## Part 4-Detailed Scheme

Curriculum Topics along with Self Learning Topics- To be covered through Self learning mode along with the respective Units. Evaluation of self learning topics to be undertaken before the concluding lectures instruction of respective units.

### Finance Electives

#### UC-SMS(F)-401 Commodities and Derivatives Market

#### Learning Outcomes:

- Students will be able to understand the Commodity and Derivative Markets in detail with its practical implication with its participants.
- Students will understand the regulatory aspect of the Commodity and Derivative markets and the process of investing in the same.
- Students will be able to understand futures and options and the risks associated with them

Sr No	Unit/Modules	No. of Lectures
1	<p><b>Introduction to Commodity and Derivatives Market</b></p> <p><b>1.1 Introduction to Commodity Market :</b> Meaning, History &amp; Origin, Types of Commodities Traded (Agri and Industrial, other services such as electricity), Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash &amp; Derivative Segment), Commodity Exchanges in India &amp; Abroad, Reasons for Investing in Commodities.</p> <p><b>1.2 Introduction to Derivatives Market:</b> Meaning, History &amp; Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages &amp; Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India,</p>	15

2	<p><b>Futures and Hedging</b></p> <p><b>2.1 Futures:</b> Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price &amp; Expected Spot Price, Basis &amp; Basis Risk, Pricing of Futures Contract, Cost of Carry Model</p> <p><b>2.2 Hedging:</b> Speculation &amp; Arbitrage using Futures, Long Hedge – Short Hedge, Cash &amp; Carry Arbitrage, Reverse Cash &amp; Carry Arbitrage, Payoff Charts &amp; Diagrams for Importance of an index in hedging</p> <p><b>2.3 Futures Contract, Perfect &amp; Imperfect Hedge</b></p> <p><b>2.4 Difference between Forwards &amp; Futures.</b></p>	15
3	<p><b>Options and Option Pricing Models</b></p> <p><b>3.1 Options:</b> Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures &amp; Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts &amp; Diagrams for Options Contract, Basic Understanding of Option Strategies</p> <p><b>3.2 Options Pricing Models:</b> Binomial Option Pricing Model, Black - Scholes Option Pricing Model</p>	15
4	<p><b>Trading, Clearing &amp; Settlement In Derivatives Market and Types of Risk</b></p> <p><b>4.1 Trading, Clearing &amp; Settlement In Derivatives Market:</b> Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives &amp; Functions, Settlement, Mechanism – Types of Settlement</p> <p><b>4.2 Types of Risk:</b> Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin</p> <p><b>4.3 Regulators</b> SEBI, ministry of consumer affairs, ministry of agriculture, warehousing authority</p>	15

**Self-Learning topics (Unit wise)**



Unit	Topics
1	Introduction of Derivatives
2	Futures and Options
3	Participants of Derivative Market
4	Types of Risk

### Online Resources

<https://nptel.ac.in/courses/110/105/110105121/>

<https://nptel.ac.in/courses/110/107/110107128/>

<https://www.youtube.com/watch?v=tYkqwIII4>

<https://www.youtube.com/watch?v=M86YwBWxygI>

### References:

- John Hull's – Fundamentals of Futures and Options Market Derivatives The Wild Beast of Finance
- Merton Miller on Derivatives
- Trading and Pricing Financial Derivatives
- Indian Financial System, Khan M.Y Tata Mcgraw Hill.

### UC-SMS(F)-402 Corporate Restructuring

#### Learning Outcomes:

- To develop understanding of causes, methods and types of restructuring.
- To help students analyse the effect post restructuring.

Sr No	Units/Modules	No. of Lectures
1	<p><b>Corporate Restructuring – Introduction and Concepts ( Only Theory)</b></p> <p>1.1 Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</p> <p>1.2 Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.</p>	15

	1.3 Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale	
2	<p><b>Accounting of Internal Reconstruction ( Practical and theory)</b></p> <p>2.1 Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions</p> <p>2.2 Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.</p>	15
3	<p><b>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)( Practical and theory)</b></p> <p>3.1 In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</p> <p>3.2 Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</p>	15
4	<p><b>Impact of Reorganization on the Company - An Introduction ( Only Theory)</b></p> <p>4.1 Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People</p> <p>4.2 Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.</p> <p>4.3 Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.</p>	15

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	I	Corporate Restructuring- Concepts

## Online Resources

<https://resource.cdn.icai.org/62228bos50444-cp6.pdf>

<https://ca-final.in/wp-content/uploads/2018/09/Chapter-4-Accounting-for-Corporate-Restructuring.pdf>

<https://www.caclubindia.com/articles/types-of-corporate-restructuring-5649.asp>

<https://www.icsi.edu/media/webmodules/publications/Full%20Book%20of%20PP-CRVI-2014.pdf>

## Reference Books

1. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
2. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH
3. Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi
4. Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi

## UC-SMS(F)-403 Financial Management

### Learning Outcomes:

- To develop understanding of Leverages, Management of Working Capital.
- To help students analyse the Cash flow statements.

Sr No	Units/Modules	No. of Lectures
1	<b>Working Capital Management</b>  1.1 Concept, Nature of Working Capital, Planning of Working Capital 1.2 Estimation / Projection of Working Capital Requirement in case of Trading and Manufacturing Organization 1.3 Operating Cycle Practical Problems	15
2	<b>Cash Flow Analysis</b>  2.1 Preparation of Cash Flow Statement with reference to Accounting Standard No .3. (Indirect method only)	15

3	<b>Leverage</b> 3.1 Introduction 3.2 EBIT & EPS Analysis 3.3 Types of Leverages: Operating Leverage, Financial Leverage & Comp Leverage 3.4 Relationship between Operating Leverage and Financial Leverage (Including Practical Problems)	15
4	<b>Receivables management</b> 4.1 Meaning & Importance, Credit Policy Variables, 4.2 Methods of Credit Evaluation (Traditional and Numerical- Credit Scoring) 4.3 Monitoring the Debtors Techniques [DSO, Ageing Schedule]	15

#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	4	Receivables Management

#### Online Resources

[https://cloudcampus.icai.org/page.html?page\\_id=172](https://cloudcampus.icai.org/page.html?page_id=172)

[https://cloudcampus.icai.org/page.html?page\\_id=173](https://cloudcampus.icai.org/page.html?page_id=173)

[https://cloudcampus.icai.org/page.html?page\\_id=108](https://cloudcampus.icai.org/page.html?page_id=108)

#### Reference Books

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin
- Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
- Hingorani NL and ramanthan AR - Management Accounting , New Delhi
- Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
- Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi

## UC-SMS(F)-404 Auditing

### Learning Outcome:

- Student will understand auditors' legal liabilities, and be able to apply case law in
- Making a judgment whether auditors might be liable to certain parties;
- Student will understand to describe the various levels of persuasiveness of different
- Types of audit evidence and explain the broad principles of audit sampling techniques;
- Student will understand to discuss the need for an independent or external audit and
- Describe briefly the development of the role of the assurance provider in modern
- business society
- Student will be able describe the quality control procedures necessary to ensure that a
- Competent assurance engagement is performed, and apply professional ethics
- including Code of Conduct to specific scenarios
- Student will explain the internal audit process including the professional standards
- Applicable to the internal audit profession.

Sr No	Units/Modules	No. of Lectures
1	<p><b>Introduction to Auditing</b></p> <p><b>1.1. Basics</b>            Financial Statements, Users of Financial Information, Definition of Auditing, Objectives of Auditing - Primary and Secondary, Expression of Opinion, Detection of Frauds and Errors, Inherent Limitations of Audit</p> <p><b>1.2. Errors and Frauds</b>            Concepts, Reasons and Circumstances, Types of Errors - Commission, Omission, Principle and Compensating, Types of Frauds, Risk of Fraud and Error in Audit, Auditor's Duties and Responsibilities in Respect of Fraud</p> <p><b>1.3. Principles of Audit</b>            Integrity, Objectivity, Independence, Confidentiality, Skills and Competence, Materiality and Work Performed by Others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</p> <p><b>1.4. Types of Audit</b>            Meaning, Advantages and Disadvantages of Balance Sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit, Annual Audit</p> <p><b>1.5. Miscellaneous</b></p>	15

	<p>Advantages of Independent Audit, Qualities of Auditors, Auditing Vs Accounting, Auditing Vs Investigation, View the Concept True and Fair</p> <p>SA 200 OVERALL OBJECTIVES OF INDEPENDENT AUDITOR</p> <p><b>1.6. Accounting Concepts Relevant to Auditing</b></p> <p>Materiality, Going Concern</p>	
2	<p><b>Audit Planning, procedure and documentation</b></p> <p><b>2.1. Audit Planning</b>  Meaning, Objectives, Factors to be Considered, Sources of Obtaining Information, Discussions with Client, Overall Audit Plan, SA 300 AUDIT PLANNING</p> <p><b>2.2. Audit Programme</b>  Meaning, Factors to be Considered, Advantages, Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before Commencing Works of Audit, Overall Audit Approach</p> <p><b>2.3. Audit working Papers</b>  Meaning, Importance, Factors Determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books SA 230 AUDIT DOCUMENTATION</p> <p><b>2.4 Audit Notebook</b>  Meaning, Structure, Contents, General Information, Current Information and Importance</p>	15
3	<p><b>Auditing Techniques</b></p> <p><b>3.1. Test Check</b>  Test Checking Vs Routing Checking, Test Check Meaning, Features, Factors to be Considered, When Test Checks can be Used, Advantages, Disadvantages and Precautions.</p> <p><b>3.2. Audit Sampling</b>  Audit Sampling, Meaning, Purpose, Factors in Determining Sample Size Sampling Risk, Tolerable Error and Expected Error, Methods of Selecting Sample Items Evaluation of Sample Results Auditors Liability in Conducting Audit based on Sample</p>	15

	<p>SA 530 AUDIT SAMPLING</p> <p><b>3.3. Internal Control</b>  Meaning and Purpose, Review of Internal Control, Advantages, Auditors Duties,  Review of Internal Control, Inherent Limitations of Internal Control, Internal  Control Samples for Sales and Debtors, Purchases and Creditors, Wages and Salaries</p> <p><b>3.4. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</b></p>	
4.	<p><b>Internal Audit</b></p> <p><b>4.1.</b> Meaning, Basic Principles of Establishing Internal Audit, Objectives, Evaluation of  <b>4.2.</b> Internal Audit by Statutory Auditor, Usefulness of Internal Audit  <b>4.3.</b> Internal Audit Vs External Audit, Internal Checks Vs Internal Audit</p>	15

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	1&3	Audit evidence and control

**Online Resources**

<https://www.mooc-list.com/course/auditing-ii-practice-auditing-coursera>  
[https://cloudcampus.icai.org/page.html?page\\_id=771](https://cloudcampus.icai.org/page.html?page_id=771)  
[https://cloudcampus.icai.org/page.html?page\\_id=772](https://cloudcampus.icai.org/page.html?page_id=772)

**Reference books:**

- A Hand-Book of Practical Auditing by B.N. Tandon, S. Chand and Company, New Delhi
- Fundamentals of Auditing by Kamal Gupta and Ashok Arora, Tata McGraw Hill, New Delhi
- Auditing: Principles and Practice by Ravinder Kumar, Virender Sharma, PHI Learning Pvt. Ltd., New Delhi
- Auditing and Assurance for CA IPCC by Sanjib Kumar Basu, Pearson Education, New Delhi
- Contemporary Auditing by Kamal Gupta, McGraw Hill Education Pvt. Ltd., New Delhi
- Fundamentals of Auditing by Kamal Arora and Ashok Gupta, Tata McGraw Hill, New Delhi

## Marketing Electives

### UC-SMS-405(M) – Customer Relationship Management and Rural Marketing

#### Learning Outcomes:

- Students will understand the relevance of building long term relationship with customers and other internal and external stakeholders in business.
- A thorough understanding of the upcoming rural sector for marketing and distribution.
- Knowledge about the extremely viable Bottom of the pyramid.

Sr.No.	Modules/ Units	No. of Lectures
1	<b>Introduction to Customer Relationship Management</b> 1.1 Concept, Objectives, Benefits of CRM to Customers and Organizations, Barriers to CRM 1.2 Components of CRM: Information, Process, Technology and People 1.3 Understanding Customers: Customer Profiling and Total Customer Experience, Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits 1.4 Relationship Marketing and CRM: Relationship Development Strategies 1.5 Effective CRM through Customer Knowledge Management; Customer Interaction Management, Call Centre management 1.6 Measuring Customer life time value-. Customer life cycle Management	15
2	<b>Current and future trends in CRM</b> 2.1 Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy 2.2 CRM Implementation: Choosing the right CRM Solution; Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement	15



	<p>2.3 CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</p> <p>2.4 Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management, Field Force Automation</p> <p>2.5 E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM</p> <p>2.6 Social Networking and CRM</p> <p>2.7 Mobile-CRM</p> <p>2.8 CRM Trends, Challenges and Opportunities</p> <p>2.9 Ethical Issues in CRM</p>	
<b>3</b>	<p><b>Rural Marketing- Introduction</b></p> <p>3.1 Introduction to Rural Market, Definition &amp; Scope of Rural Marketing.</p> <p>3.2 Rural Market in India-Size &amp; Scope, Rural development as a core area</p> <p>3.3 Emerging Profile of Rural Markets in India</p> <p>3.4 Constraints in Rural Marketing and Strategies to overcome constraints</p> <p>3.5 Characteristics of Rural Consumers. Comparison between rural and urban consumer</p> <p>3.6 Rural Market Environment: Demographics, Economic Factors, Rural Infrastructure</p> <p>3.7 Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour</p> <p>3.8 As of rural marketing (Awareness, Acceptability, Adaptability and Affordability)</p> <p>3.9 Researching Rural Market</p>	15

4	<p><b>Rural Marketing Strategies</b></p> <p>4.1 Relevance of Marketing mix for Rural market/Consumers.</p> <p>4.2 Segmentation, Targeting &amp; Positioning for rural market.</p> <p>4.3 Product Strategies, Rural Product Categories, Nature of Competition in Rural Markets, the problem of Fake Brands</p> <p>4.4 Pricing Strategies &amp; objectives</p> <p>4.5 Distribution Strategies for Rural consumers: Channels of Distribution, Distribution networks, Ideal distribution model for rural markets (Case study based)</p> <p>4.6 Communication and promotion Strategy: Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. (Case study based)</p> <p>4.7 Rural Media- Mass media, Non-Conventional Media, Personalized media.</p> <p>4.8 Case Studies of FMCG, Consumer durables and Banking with respect to rural marketing.</p>	15
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**Self-Learning topics (Unit wise)**

Unit	Topics
1	1.4 Relationship Marketing and CRM: Relationship Development Strategies
2	2.5 Social Networking and CRM
3	3.5 Characteristics of Rural Consumers. Comparison between rural and urban consumer
4	4.5 Rural Media- Mass media, Non-Conventional Media, Personalized media.

## Online Resources

<https://nptel.ac.in/courses/110/105/110105145/>

<https://www.youtube.com/watch?v=b2-wHE8Cwdw> ( IIT Rorkee)

<https://www.youtube.com/watch?v=LJDq2g9rJaY> (IIM Ahmedabad)

## Reference Books:

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of
- Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
- Anderrson Kristin and 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.
- Judith W. 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, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing
- Integrating Customer Focus Across the Firm, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management,
- McGraw Hill Education.
- Badi & Badi : Rural Marketing
- Mamoria, C.B. & Badri Vishal : Agriculture problems in India
- Arora, R.C. : Integrated Rural Development
- Rajgopal : Managing Rural Business
- Gopaldaswamy, T.P. : Rural Marketing

## UC-SMS-406(M) – Integrated Marketing Communication

### Learning Outcomes:

- To examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- To enable students to choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.

- To develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Sr .No.	Modules/ Units	No. of Lectures
1	<b>Introduction to Integrated Marketing Communication</b> 1.1 Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. 1.2 Promotional Tools for IMC, IMC planning process, 1.3 Communication process 1.4 Establishing objectives and Budgeting: Determining Promotional Objectives, AIDA, DAGMAR, Problems in setting objectives	15
2	<b>Elements of IMC – I</b> 2.1 Sales promotion and Direct marketing – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, Role of direct marketing in IMC, Objectives of Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media 2.2 Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR, In house PR, PR Consultancy, Publicity 2.3 Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling	15
3	<b>Elements of IMC – II</b> 3.1 Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. 3.2 Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship 3.3 Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.	15
4	<b>Evaluation &amp; Ethics in Marketing Communication</b> 4.1 Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking and Copy testing 4.11 Online evaluation: Click through Matrix Response cards, Redemption Rate, Internet Responses, QR Codes and Social Media	15

	4.12 Respondent Behaviour Evaluation: POPAI, Toll free numbers, Test Markets –Purchase simulation tests 4.13 Ethics in Marketing – stereotyping, targeting vulnerable customers, offensive brand messages Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices Case Studies of Leading Brands	
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### Self-Learning topics (Unit wise)

Sr. No.	Topics
1	1.1 Reasons for growth of IMC
2	2.3 Personal selling - definition, features, stages and qualities required for personal seller
3	3.3 Current trends in IMC - Internet Marketing tools, Social Media tool
4	4.4 Ethics in Marketing

### Online Resources

Unit	Topics
1	<a href="https://nptel.ac.in/courses/110/108/110108141/">https://nptel.ac.in/courses/110/108/110108141/</a>
2	<a href="https://nptel.ac.in/courses/110/105/110105122/">https://nptel.ac.in/courses/110/105/110105122/</a>
3	<a href="https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg61/">https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg61/</a>
4	<a href="https://nptel.ac.in/courses/110/107/110107147/">https://nptel.ac.in/courses/110/107/110107147/</a>

### Reference Books:

Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill Reference Books:

Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press

Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill

Advertising Management, Aakar, Batra and Myers, Prentice 4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel

Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson

Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Foundations of Advertising, Chynawalla&Sethia, HPH,

Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.

Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.

Advertising Basics, Vilanilam, Varghese, Response BOOKS, 2007

Advertising, Sangeeta Sharma &Raghuvir Singh, PHI, 2006.

### **UC-SMS-407(M) – Event and Social Marketing**

#### **Learning Outcomes:**

- Knowledge about categories of Events and their roles in promotion.
- Understanding of the concept of social marketing, compare and contrast marketing in a profit-oriented corporate and a nonprofit social environment.

<b>Sr .No.</b>	<b>Modules/ Units</b>	<b>No. of Lectures</b>
1	<p><b>Introduction to Events</b></p> <p>1.1 Definition and Meaning of Event Marketing Advantages of Event Marketing</p> <p>1.2 5 C’s of Events- Conceptualization, costing, canvassing, customization, carrying-out</p> <p>1.3 Event Designing; Reach; Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</p> <p>1.4 Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events</p> <p>1.5 Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</p>	15
2	<p><b>Types of Events, Pricing and Sponsorship</b></p> <p>2.1 Types of Events</p>	15

	<p>2.2 Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented;</p> <p>2.3 Risk Rating, Setting Pricing Objectives, pricing decisions</p> <p>2.4 Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.</p> <p>2.5 Feedback in Events</p>	
<b>3</b>	<p><b>Introduction to Social Marketing and CSR</b></p> <p>3.1 Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.</p> <p>3.2 Social Marketing Plan, Segmentation, Targeting &amp; Positioning</p> <p>3.3 Social Marketing Mix</p> <ul style="list-style-type: none"> <li>• Product: Social Product, Social Product Branding Decision.</li> <li>• Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies.</li> <li>• Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel</li> <li>• Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.</li> </ul> <p>3.4 Not for Profit Organization (NPO, NGO, Voluntary Organization, Third Sector</p>	15
<b>4</b>	<p><b>Trends and Challenges in Event and Social Marketing</b></p> <p>4.1 Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.</p> <p>4.2 Case Studies of Major NGO and Social Cause</p> <p>4.3 Ethics in Social Marketing</p> <p>4.4 E-events and Virtual Events</p> <p>4.5 Safety and Crisis Management of Events</p>	15

	4.6 Growth of Events and Social Marketing	
	4.7 Career in Events and Social Marketing	

### Self-Learning topics (Unit wise)

Unit	Topics
1	Concept of Sponsorship
2	Meaning of CSR
3	Virtual Events

### Online Resources:

<b>Event Marketing -</b>
<a href="https://nptel.ac.in/courses/110/104/110104068/">https://nptel.ac.in/courses/110/104/110104068/</a>
<a href="https://nptel.ac.in/courses/110/105/110105081/">https://nptel.ac.in/courses/110/105/110105081/</a>
<a href="https://www.mooc4dev.org/ISMM">https://www.mooc4dev.org/ISMM</a>
<a href="https://onlinecourses.swayam2.ac.in/nou20_ge01/preview">https://onlinecourses.swayam2.ac.in/nou20_ge01/preview</a>

### Reference Books:

- Preston C.A., “Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions”, Wiley, Second Edition, 2015
- Gaur Sanjaya Singh and Sanjay V Saggere, “Event Marketing and Management”, Vikas Publishing House Pvt. Ltd. , 2003
- Sharma Diwakar, “Event Planning & Management”, Deep and Deep Publications Pvt. Ltd., 2005
- Hoyle Leonard H., “Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions”, Wiley, 2009



- Genadinik Alex, “Event Planning-Management and Marketing for Successful Events’, CreateSpace Independent Publishing Platform, 2015
- Harichandan C.P., “Event Management”, Global Vision Publishing House, 2010
- Goyal K. Swarup, “Event Management”, Adhyayan Publishers, 2013
- Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.
- Andreasen, A.R. (2006). Social Marketing in the 21st century. London, UK: Sage.
- Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013
- Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)
- Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA

## UC-SMS(M)-408 Tourism Marketing

### Learning Outcomes

- Define and understand the usage of marketing mix with respect to Tourism Industry
- Understand the importance and use of public relations
- Define competition analysis and positioning strategies of Tourism Marketing
- Better understanding of Global Tourism and its challenges

Sr. No	Unit	No. of Lectures
1	<p><b>Introduction to Tourism Marketing</b></p> <p>1.1 Definition and concept of Tourism &amp; Tourist, Features of tourism, Purpose of Development of Tourism</p> <p>1.2 Factors Influencing Growth of Tourism</p> <p>1.3 Tourism Impacts</p> <p>1.4 Types of Tourism and new concepts: Health, Adventure, Rural, Cultural, Religious, Eco-Tourism, Wedding Tourism, Cruise Tourism. Vaccine tourism. Dark tourism</p> <p>1.5 Tourism Marketing: Meaning, Objectives, Importance and Problems of Tourism Marketing</p> <p>1.6 Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach.</p> <p>1.7 Travel Agents and Tour Operators: Functions, types, distribution network, Travel agency operations and changing roles, Travel Documentation and Formalities( Passports, VISA, Travel Insurance)</p> <p>1.8 Tour Destination Planning: Process, Study of market, Levels of tourism planning, Organization of a tour. Travel Organization-Individual and group, travel itinerary.</p>	15
2	<p><b>Tourism Market Segmentation &amp; Product Mix of Tourism Marketing</b></p> <p><b>2.1 Tourism Market Segmentation:</b> for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology</p> <p><b>2.2 4 'A's of Tourism:</b> Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea &amp; Waterways, Airways Amenities: Meaning, Amenities &amp; Facilities at the destination.</p> <p><b>2.3 Marketing Strategy:</b> Hard v/s Soft Tourism Strategy.</p> <p><b>2.4 Product Mix of Tourism Marketing:</b> Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation,</p>	15

	Modes of Reservation, Ticketing Procedure	
3	<p><b>Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism Marketing</b></p> <p><b>3.1 Price:</b> Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies</p> <p><b>3.2 Place:</b> Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide.</p> <p><b>3.3 Promotion:</b> Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales Promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism</p> <p><b>3.4 People:</b> Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process.</p> <p><b>3.5 Process:</b> Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting</p> <p><b>3.6 Physical Evidence</b> for Tourism</p>	15
4	<p><b>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry</b></p> <p><b>4.1 Global Tourism Market:</b> Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries.</p> <p><b>4.2 Status of tourism in developing countries.</b></p> <p><b>4.3 India as a Tourist Destination:</b> A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign</p> <p><b>4.4 Challenges</b> for Indian Tourism Industry</p> <p><b>4.5 Tourism Organizations:</b> International: United Nations World Trade Organization (UNWTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA)</p> <p>National: Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation.</p> <p>Travel Treaties and Global Understanding: Chicago Convention, Freedom of Air</p>	15

**Self-Learning topics (Unit wise):**

Sr. No	Unit	Topic
1	I	Features of Tourism
2	I	Factors Influencing growth of Tourism
3	III	Tourism Advertising

## Online Resources

[http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/S001827/P001853/M031442/ET/152808671214.7Q1.pdf](http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001827/P001853/M031442/ET/152808671214.7Q1.pdf)

[https://nios.ac.in/media/documents/tourism\\_337\\_courseE/337\\_Tourism\\_Eng/337\\_Tourism\\_Eng\\_L13.pdf](https://nios.ac.in/media/documents/tourism_337_courseE/337_Tourism_Eng/337_Tourism_Eng_L13.pdf)

[https://nios.ac.in/media/documents/tourism\\_337\\_courseE/337\\_Tourism\\_Eng/337\\_Tourism\\_Eng\\_L19.pdf](https://nios.ac.in/media/documents/tourism_337_courseE/337_Tourism_Eng/337_Tourism_Eng_L19.pdf)

## References

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- Bhatia A.K. ( 2006), International Tourism Management, Sterling Publishers, Mumbai.
- Ray Nilanjan, et.al.,( 2018), Tourism Marketing: A strategic approach, Apple Academic Press, Canada,
- Philip T. Kotler , John T. Bowen , James Makens , Seyhmus Baloglu, ( 1996, reprint 2016), Marketing for Hospitality and Tourism,Pearson.
- Mohinder Chand Dhiman , Vinay Chauhan ( 2019), Handbook of Research on International Travel Agency and Tour Operation Management, IGI Global.
- Walker J. R. and Walker, J. T. Tourism Concept and Practices. Noida, India: Dorling Kindersley Pvt., Ltd, 2011.
- S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011  
Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010\
- Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
- Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
- M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005  
Alan A. Lew, A companion to tourism, Blackwell Publishing
- Krishnan K Kamra, Tourism: An Overview

## Human Resource Management Electives

### UC-SMS (H)-409 Human Resource Planning and Information System

#### Learning Outcomes:

- It will make students learn Importance of Human resource Planning.
- It will help students learn methods of demand and supply forecasting of Human Resource in the organisation.
- Students will learn how good HRP strategy in place can improve the productivity and profitability of any organisation.
- Students will learn how to implement changes in the organisation through job design, redesign and restructuring.
- Students will learn concept of Human Resource Information system and its application in the other functions of HRM.

Sr No	Units/ Modules	No. of lectures
1	<b>Overview of Human Resource Planning (HRP)</b> 1.1 Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. 1.2 Process of HRP- at sub-unit and organizational (Macro and Micro) level,( HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables 1.3 Barriers in Effective Implementation of HRP and Ways to Overcome Them. 1.4 Strategic Human Resource Planning –Meaning and Objectives. • Link between Strategic Planning and HRP through Technology. Concepts, HR planning as a strategic process—employees as resources—goal attainment, linking HR processes to strategy, involvement in strategic planning process	15
2	<b>Job Analysis, Recruitment and Selection</b> 2.1 Job Analysis-Meaning, Features and Advantages 2.2 Job Design: Concept, Issues. Competency Based Approach HR Forecasting 2.3 Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention-Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff Meaning, Reasons.	15

	2.4 Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. • Employee Selection Tests: Meaning, Advantages and Limitations.  2.5 Human Resource Audit: Meaning, Need, Objectives, Process	
3	<b>HRP Practitioner, Aspects of HRP and Evaluation:</b> 3.1 HRP Practitioner: Meaning, Role. • HRP Management Process: Establish HRP Department Goals and Objectives, Creating HRP Department Structure, Staffing the HRP Department, Issuing Orders , Resolving Conflicts ,Communicating , Planning for Needed Resources 3.2 Return on Investment in HRP- Meaning and Importance. 3.3 HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation. 3.4 Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP. Outsourcing: HR functions outsourced, rationale for outsourcing, impact of outsourcing on manpower needs	15
4	<b>Human Resource Information Systems</b> 4.1 Data Information Needs for HR Manager – Contents and Usage of Data. 4.2 HRIS-Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. 4.3 Security Issues in Human Resource Information Systems. HRIS for HRP 4.4 Trends in Human resource Management Software	15

#### Self Learning Topics (unit wise)

S.No.	Unit	Topic
1	1	HRM Vs HRP
2	1	Factors affecting HRP
3	2	Relation between HRP, Recruitment & selection
4	4	HRIS Latest Trends

#### Online Resources

<https://www.youtube.com/watch?v=wcP976S8DsM> ( Overview of Human Resource Planning)

[https://www.youtube.com/watch?v=S\\_1FyWMYBoo](https://www.youtube.com/watch?v=S_1FyWMYBoo) (Analysing and Designing the job Part 1)

<https://www.youtube.com/watch?v=ADmuSKUJfRE> (Analysisng and designing the job part 2)

<https://www.youtube.com/watch?v=5Atny7roH3I&t=163s> (HRIS)

<https://www.comparehris.com/hris-technology-trends-and-next-generation-needs/> (Latest HRIS trends)

<https://www.predictiveanalyticstoday.com/ten-trends-in-human-resource-management-software/> (Top 10 trends in HRIS)

### **Reference Books**

- Strategic Human Resource Planning Belcourt, Monica / McBey, Kenneth. Thomson Nelson – 2000
- Planning and Managing Human Resources, 2nd e Rothwell, William J./ Kazanas, H. C. HRD Press – 2002
- Managing Human Resources , Cascio, Wayne F. Irwin/Mc Graw Hill – 1998
- Costing Human Resources, 4th e Cascio Wayne F. World Executive Digest, October 1985,pp 35-54 South-Western College Pub - 1999
- The Handbook of human resource planning Gordon Mc Beath,. Oxford: Blackwell, 1999
- Human Resource Planning ,Deepak Bhattacharya

### **UC-SMS (H)-410 - Talent Management**

#### **Learning Outcome**

- Students learn skills and knowledge required to successfully implement an effective talent management system
- Better understanding of acquiring , engaging and retaining talent.
- Relationship of Talent Management contributing to the sustainable competitive advantage of an Organization.

<b>Sr No</b>	<b>Unit /Modules</b>	<b>No. of lectures</b>
1	<b>Introduction to Talent Management</b>  1.1Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management Benefits and Limitations of Talent Management  1.2 Principles of Talent Management , Source of Talent Management  1.3 Talent Gap – Meaning, Strategies to Fill Gaps Iceberg model, The Talent Value Chain  1.4 Role of HR in Talent Management , Role of Talent Management in building Sustainable Competitive Advantage to an Organization	15

	1.5 Consequences of Failure in Managing Talent, Tools for Managing Talent	
2	<p><b>Talent Management System</b></p> <p>2.1 Talent Management System Meaning, Key Elements of Talent Management System , Critical Success Factors to Create Talent Management System , Building Blocks for Talent Management</p> <p>2.2 Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process</p> <p>2.3 Approaches to Talent Management, Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies , Talent Management and Succession Planning</p>	15
3	<p><b>Talent Planning, Acquisition, Engagement and Retention</b></p> <p>3.1 Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership</p> <p>3.2 Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions</p> <p>3.3 Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention</p>	15
4	<p><b>Recent trends in Talent Management</b></p> <p>4.1 Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy</p> <p>4.2 Contemporary Talent Management Issues, Talent Management Challenges , Current Trends in Talent Management , Best Practices of Talent Management</p> <p>4.3 Ethical and Legal Obligations Associated with Talent Management , Talent Management in India</p>	15



	Examples and Cases Studies of the Organization with best talent management practices	
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### Self-Learning : -

3.2 Talent Acquisition
3.3 Talent Engagement
4.2 Contemporary Talent Management Issues, Talent Management Challenges

### Online Resources

<https://nptel.ac.in/courses/110/107/110107152/>

[https://www.youtube.com/watch?v=wnknktQr\\_S8](https://www.youtube.com/watch?v=wnknktQr_S8) (IIM Ahmedabad Conference )

### Reference Books

- Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA.
- The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People(Hardback)
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication

## UC-SMS (H)-411 Change and Stress Management

### Learning Outcome

- Student would learn effective strategies, plans and techniques to deal with stress
- Better Stress management in daily lives and organization leading high levels of performance.
- Better understanding of change resistance and ways to handle it.

Sr No	Units/Modules	No. of lectures
1	<b>Introduction to Change Management</b> 1.1 Imperatives of changes, Causes-social, economic, technological and organizational & levels of change. 1.2 Organizational culture & change, Types & Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model	15

	<p>1.3 Change &amp; its implementation.– individual change : concept, need, importance &amp; risk of not having individual perspective.</p> <p>1.4 Resistance to change &amp; sources of individual resistance, sources of organizational resistance</p>	
2	<p><b>Resistance to Change and Overcoming</b></p> <p>2.1 Overcoming Resistance to change – Manifestations of resistance, Six box model , Minimizing RTC.</p> <p>2.2 OD Interventions to overcome change-meaning and importance , Team intervention, Role analysis Technique, Coaching &amp; mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress</p> <p>2.3 Effective implementation of change–change agents and effective change programs.</p> <p>2.4 Systematic approach to change, client &amp; consultant relationship</p> <p>2.5 Classic skills for leaders</p> <p>Case study on smart change leaders, caselets on Action</p>	15
3	<p><b>Stress : Concept, Sources and Consequences</b></p> <p>3.1 Stress – concept, features, types of stress , Relation between Stressors and Stress</p> <p>3.2 Potential Sources of Stress – Environmental, Organizational and Individual</p> <p>3.3 Consequences of Stress – Physiological, Psychological and Behavioural Symptoms</p> <p>3.4 Stress at work place – Meaning, Reasons, Impact of Stress on Performance , Work Stress Model , Burnout – Concept , Stress v/s Burnout , Anxiety, Trauma</p>	15
4	<p><b>Stress Management</b></p> <p>4.1 Managing Stress at Individual level , Role of Organization in Managing Stress/ Stress Management Techniques</p> <p>4.2 Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.</p> <p>4.3 Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education.</p> <p>4.4 Stress management interventions: primary, secondary, tertiary. Meditation – Meaning, Importance , Role of</p>	15

	Pranayama, Mantras, Nutrition, Music, Non-violence in stress control 4.5 Eustress – Concept, Factors affecting Eustress • Stress Management Therapy - Concept, Benefits • Stress 4.6 Counselling - Concept and types 4.7 Stress and New Technology , Stress Audit Process , Assessment of Stress - Tools and Methods , Future of Stress Management Case studies and Examples of Organizational initiatives on managing stress during crisis	
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**Self-Learning : -**

1.1 Imperatives of Change
1.4 Resistance to Change
3.1 Stress – concept, features, types of stress
4.1 Managing stress

<https://nptel.ac.in/courses/110/105/110105120/>

<https://nptel.ac.in/courses/110/107/110107152/>

<https://nptel.ac.in/courses/121/105/121105009/>

Stress Management and approaches for preventing and reducing stress : A Harvard medical school health report

**Reference Books**

- Jeffery A Kotter, David.D. Chen, Stress Management and Prevention , Second Edition  
Routledge Taylor and Francis Group
- Organisational Behaviour: Fred Luthans: Mc Graw Hill
- Organisational Behaviour : Robbins, Stephen: Pearson
- Organisational Development by French and Bell
- An experiential approach to O.D. by Harvey and Brown
- Consultants and Consulting Styles by Dharani Sinha P.
- Kavita Singh- Organization change
- S.K. Bhatia- Organisational Change
- K.Ashwathapa- Management & OB, HRM

**UC-SMS (H)-412 – Conflict and Negotiation**

### Learning Outcome

- Identifying the types of conflict management styles and its outcome
- Define, analyze and understand the key practical and theoretical concepts of managing and resolving conflict
- Apply theoretical and practical components of negotiation and mediation
- Relevance of culture and ethics in the negotiation

Sr No	Units/Modules	No. of Lectures
1	<p><b>Overview of Conflict</b></p> <p>1.1 Meaning of Conflict, Nature, Transitions in Conflict Thought – Traditional View, Human Relations View, Interactionist View. Functional and Dysfunctional Conflict, Levels of Conflicts, Process of Conflicts.</p> <p>1.2 Meaning of Industrial/ Organizational Conflict, Causes, Benefits and Limitations of Conflicts to the Organization.</p> <p>1.3 Conflict Outcomes - win-lose, lose-lose, compromise, win-win.</p> <p>1.4 Five belief domains of Conflicts – Superiority, Injustice, Vulnerability, Distrust, Helplessness</p>	15
2	<p><b>Conflict Management</b></p> <p>2.1 Meaning of Conflict management, Need and Importance of Conflict management</p> <p>2.2 Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intragroup and Inter group levels.</p> <p>2.3 Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining.</p> <p>2.4 Settlement of Conflicts – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals</p> <p>Case Studies on Conflict Management</p>	15
3	<p><b>Overview of Negotiation</b></p> <p>3.1 Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation</p> <p>3.2 Role of Communication, Personality and Emotions in Negotiation. Distributive and Integrative Negotiation (concepts)</p> <p>3.3 Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation.</p> <p>3.4 Types of Negotiations in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations</p> <p>3.5 International Negotiations - Meaning, Factors affecting negotiation</p>	15

4	<b>Managing Negotiations, Ethics in Negotiation and 3D Negotiation</b> 4.1 Third Party Negotiation <ol style="list-style-type: none"> <li>i. Mediation - Meaning, Role of Mediator</li> <li>ii. Arbitration – Meaning, Role of Arbitrator</li> <li>iii. Conciliation – Meaning, Role of Conciliator</li> <li>iv. Consultation – Meaning, Role of Consultant</li> </ol> 4.2 Skills for Effective Negotiation Negotiation as an Approach to Manage Conflicts 4.3 Ethics in Negotiation – Meaning, Need, Ethically Ambiguous Negotiation Tactics 4.4 Culture and Negotiation – Meaning, Influence of culture on negotiations 4.5 3D Negotiation – Meaning, The 3 Dimensions for successful negotiations Case studies on Third Party Negotiation	15
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#### Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.1	Meaning of Conflict, Causes, Levels of Conflict
2	3.2	Role of Communication, Personality and Emotions in Negotiation.
3	4.2	Skills for Effective Negotiation Negotiation as an Approach to Manage Conflicts
4	4.4	Culture and Negotiation – Meaning, Influence of culture on negotiations

#### Online Resources

[https://youtu.be/wYb\\_PKTawE4](https://youtu.be/wYb_PKTawE4) (IIT KHARAGPUR)

<https://youtu.be/KXTi6S-pLa8> (IIT KHARAGPUR)

<https://hbr.org/video/4773888299001/negotiating-across-cultures> (Harvard Business Review)

#### Reference Books

- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
- B. D. Singh - Negotiation Made Simple (Excel Books, 1st Ed.)

### UC-SMS (H)-413-Business Research Methods

#### Learning Outcomes

- Learners are expected to demonstrate an understanding of research methodologies.
- Identify the overall process of designing a research study from its inception to the report stage.
- Imbibe data collection, analysis, interpretation and presentation skills at par with globally accepted standards.
- It provides a solid foundation for development of rational problem solving skills and analytical thinking that can last throughout their education and subsequent professional careers.

Sr No	Units/Modules	No. of Lectures
1	<p><b>Introduction to Research</b></p> <p>1.1 Foundation of Research: Meaning, Objectives , Motivation and Utility of Research, deductive and inductive theory. research– Understanding the language of research – Concept, Construct, Definition, Variable</p> <p>1.2 Research Process, Characteristics of Good Research.</p> <p>1.3 Problem Identification &amp; Formulation – Research Question – Investigation Question – Measurement Issues</p> <p>1.4 Hypothesis: Meaning, Nature, Significance, Types and Sources.</p> <p>1.5 Research Design: Concept and Importance in Research – Features and Essentials of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent &amp; Dependent variable</p> <p>1.6 Sampling: Meaning of Sample and Sampling, Methods of Sampling, Non- Probability Sampling, Convenient, Judgement, Quota, Snow Ball, Probability, Simple Random, Stratified, Cluster, Multi-stage</p>	15
2	<p><b>Data Collection and Processing</b></p> <p>2.1 Types of Data and Sources: Primary and Secondary Data Sources.</p> <p>2.2 Collection of Primary Data, Collection of Data through questionnaire and Schedules, other Observation Interview Methods, Collection of Secondary Data, Selection of appropriate method for data collection, Case Study, Focus Group Discussion, Techniques of developing research tools, viz. Questionnaire and rating scales etc. Reliability and validity of Research tools.</p> <p>2.3 Methods of Collection of Primary data-</p> <p>Observation: Structured and Unstructured, Disguised and Undisguised, mechanical observations( use of gadgets)</p> <p>Experimental : Field, laboratory.</p> <p>Interview : Personal interview, focused group, in-depth interview methods.</p> <p>Survey : Telephonic Survey, Mail, E-mail, internet survey, Social Media and Media listening.</p> <p>Survey Instrument: Questionnaire designing- Types of questions: Structured/close ended and unstructured/open ended, Dichotomous,</p>	15

	Multiple Choice Questions: Scaling Techniques: Likert Scale, Semantic Differential Scale	
3	<p><b>Data Analysis and Interpretation</b></p> <p>3.1 Processing of Data: Meaning and Essentials of – Editing, Coding, Tabulation</p> <p>3.2 Analysis of Data : Meaning, Purposes, Types.</p> <p>3.3 Interpretation of Data : Essentials, Importance, Significance and Descriptive Analysis.</p> <p>3.4 Testing of Hypothesis: One Sample, T-Test, ANOVA, F-Test, Chi-Square and Paired Sample Test.</p>	15
4	<p><b>Advanced Statistical Techniques and Research Report</b></p> <p>4.1 Introduction: Characteristics and Application of Correlation and Regression Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis, Multi-Dimensional Scaling.</p> <p>4.2 Report Writing: Meaning and techniques of interpretation.</p> <p>4.3 Research Report Writing: Importance, Essentials, Structure/layout, Types.</p> <p>4.4 Review of related literature its implications at various stages of research. (Formulation of research problem, hypothesis, interpretation and discussion of results). Major findings, Conclusions and suggestions. Citation of references and Bibliography</p>	15

#### Self-Learning topics (Unit wise):

Sr. No	Sub Unit	Topic
1	1.1	Objectives of Research
2	2.3	Factors affecting the choice of method of data collection
3	3.1	Data Processing
4	4.3	Importance of Research Report writing

#### Online Resources

[https://onlinecourses.nptel.ac.in/noc21\\_mg11/preview](https://onlinecourses.nptel.ac.in/noc21_mg11/preview)

Marketing Research and Analysis-II By Prof. J. K. Nayak | IIT Roorkee

### References:

- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
- Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
- Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York
- Research and Methodology in Accounting and Financial Management, J.K Courtis
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
- Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009
- Mayan, M. J. (2016). Essentials of Qualitative Inquiry. Routledge. (Chapter 1, Introduction to Qualitative Inquiry, Chapter 4, Research Question and Sampling).
- Mickez, R. (2012). Interviewing Elites: Addressing Methodological Issues. Qualitative Inquiry 18: 482- 493.

### UC-SMS 414- Foundation Course - IV (Ethics and Governance)

#### Learning Outcome

- Create and address relevance of social responsibility to the students
- Making students understand the good corporate governance and its importance
- Students understand the global challenges in business ethics.

Sr No	Units/Modules	No. of lectures
1	Introduction to Business Ethics	15



	<p>1.1 Business Ethics: Meaning, Concept of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics</p> <p>1.2 Objectives, Scope, Types – Transactional, Participatory and Recognition</p> <p>1.3 Business Ethics:, Purpose Indian Ethos, Ethics and Values</p> <p>1.4 Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences</p> <p>1.5 Global Challenges in Business Ethics</p>	
2	<p><b>Ethics in Functional areas of Business</b></p> <p>2.1 Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</p> <p>2.2 Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organized Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992</p> <p>2.3 Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership ,</p> <p>2.4 Ethics in Production</p> <p>2.5 Ethics in Information Technology, Copyrights and Patents</p> <p>Examples of Organization following ethical business practices</p>	15
3	<p><b>Corporate Governance</b></p> <p>3.1 Concept, History of Corporate Governance in India, Need for Corporate Governance</p> <p>3.2 Principles of Corporate Governance, Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences.</p> <p>3.3 Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</p> <p>3.4 Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</p> <p>3.5 Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards , Whistle Blowing, Related Party Transactions.</p> <p>Case studies of companies with poor corporate governance and consequences faced by them</p>	15

4	<p><b>Corporate Social Responsibility</b></p> <p>4.1 Meaning of CSR, Evolution of CSR, Need for CSR</p> <p>4.2 Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • CSR Principles and Strategies • Issues in CSR</p> <p>• Social Accounting • Tata Group’s CSR Rating Framework</p> <p>4.3 Types of Social Responsibility CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>4.4 Ethical Issues in International Business Practices CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India, Recent changes in CSR</p> <p>4.5 Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p> <p>Case studies on CSR</p>	15
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**Self-Learning : -**

1.5 Global Challenges in Business Ethics
3.1 Concept, History of Corporate Governance in India, Need for Corporate Governance
3.2 Principles of Corporate Governance, Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
4.1 Meaning of CSR, Evolution of CSR, Need for CSR

**Online Resources**

<a href="https://nptel.ac.in/courses/110/105/110105079/">https://nptel.ac.in/courses/110/105/110105079/</a> Business Ethics and challenges
<a href="https://www.digimat.in/nptel/courses/video/110105081/L42.html">https://www.digimat.in/nptel/courses/video/110105081/L42.html</a> Corporate Governance
<a href="https://nptel.ac.in/courses/110/105/110105081/">https://nptel.ac.in/courses/110/105/110105081/</a> Meaning of CSR, Evolution of CSR, Need for CSR

**Reference Books**

- Subramanian, R. (2013). Professional Ethics. Oxford Higher Education.
- Bhatia S.K. (2002). Business Ethics, New Delhi: Deep and Deep Publications.
- Valesquez (2004). Business Ethics: Concepts and Cases, New Delhi: PHI
- Crane, Andrew and Matten, Dirk. (2007). Business Ethics. New Delhi: Oxford University Press

- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.
- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi

## UC-SMS-415– Strategic Management

### Learning Outcomes:

- Understand the relationship between strategic analysis and strategic implementation
- Comprehend the distinction between firms and markets
- Apply strategy principles to understand the benefits and costs of diversification
- Understand the international dimensions of strategic management
- Study the major contemporary trends in strategic management

Sr No.	Modules/ Units	No. of Lectures
1	<b>Introduction</b> 1.1 Strategy-Meaning, Definition 1.2 Strategic Management-Meaning, Definition, Importance, Strategic management 1.3 Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) 1.4 Strategic Intent-Mission, Vision, Goals, Objective, Plans 1.5 Core Competencies of Business and Competitive Advantage 1.6 Strategic Choice- Factors and Importance 1.7 Blue Ocean Strategy and Value Innovation, Red Ocean Strategy , Purple Ocean Strategy	15
2	<b>Strategy Formulation</b> 2.1 Environment Analysis and Scanning(SWOT ) 2.2 Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) 2.3 Business Level Strategy(Cost Leadership, Differentiation, Focus) 2.4 Functional Level Strategy(R&D, HR, Finance, Marketing, Production)	15

3	<b>Strategy Implementation</b> 3.1 Models of Strategy making. 3.2 Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Framework 3.3 Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level. 3.4 Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning	15
4	<b>Strategic Evaluation &amp; Control</b> 4.1 Meaning, Steps of Evaluation & Techniques of Control Difference Between Strategic Control and Operational Control 4.2 Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. 4.3 Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change Management Strategic management in a new globalised economy	15

### Self-Learning topics (Unit wise)

Unit	Topics
1	1.2 Strategic Management-Meaning, Definition, Importance, Strategic management
2	2.1 Environment Analysis and Scanning (SWOT)
3	3.4 Business Continuity Plan: Introduction,
4	4.3 Organizational Development and Change Management

### Online Resources

<https://nptel.ac.in/courses/110/108/110108047/>

[https://www.youtube.com/watch?v=EQUGBQ-W\\_o8](https://www.youtube.com/watch?v=EQUGBQ-W_o8) (IIT Kharagpur)

<https://www.youtube.com/watch?v=tzU3b4d5hbc> ( IIT Madras)

<https://nptel.ac.in/courses/110/101/110101146/>

### Reference Books:

- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6thed.), John Wiley.
- Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases, (8th ed.). Wiley.
- Porter, M. E. (2004). Competitive strategy. New York: Simon & Schuster.
- Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan Press
- Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of Innovation: Driving co-created value through global networks. New York: McGraw Hill.
- Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
- P.K. Ghosh : Business Policy , Strategy , Planning and Management
- Christensen , Andrews Dower: Business Policy- Text and Cases
- William F. Gkycj : Business Policy – Strategy Formation and Management Action
- Bongee and Colonan : Concept of Corporate Strategy.

### UC-SMS-416 – Production and Quality Management

#### Learning Outcomes:

- Learners will become aware of the importance of Production and Quality Management in the sustainable working of an organization.
- Learners will be able to enhance knowledge of Inventory Management and Purchase techniques.
- Learners will be equipped with knowledge of Six Sigma, Lean Thinking and TQM.

Sr No	Modules/ Units	No. of Lectures
1	<b>Production Management</b> 1.1 Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. Responsibilities of a Production Manager 1.2 Product Development, Classification and Product Design. 1.3 Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. 1.4 Importance of purchase management.	15

2	<b>Materials Management and Inventory Management:</b> 2.1 Concept, Objectives and importance of materials management 2.2 Forecasting- Concept and Importance 2.3 Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. 2.4 Concept of Stores Management: The Functions of Stores Management 2.4 Economic Order Quantity: Assumptions limitations &advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.	15
3	<b>Basics Of Productivity &amp;TQM:</b> 3.1 Concepts of Productivity, modes of calculating productivity. Simple numerical on productivity 3.2 Importance Of Quality Management, factors affecting quality; Quality of the Process 3.3 Product & Service Quality Dimensions 3.4 Cost of Quality, Juran Quality Trilogy Edward Deming's 14 principles, P. Crosby’s philosophy - Quality is free. SERVQUAL 3.5 Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations.	15
4	<b>Quality Improvement Strategies &amp;Certifications:</b> 4.1 Lean Thinking, Just in Time 4.2 TQM– concept and importance, 4.3 Six Sigma features, Enablers, Goals, DMAIC/DMADV. 4.4 ISO 9000, ISO 1400, QS9000. 4.5 Using Production and Quality Management as competitive strategies	15

### Self-Learning topics (Unit wise)

Unit	Topics
1	1.3 Plant location
2	2.3 Inventory Management: Importance
3	3.4 Edward Deming's 14 principles, P. Crosby’s philosophy - Quality is free.
4	4.4 ISO 9000,ISO 1400, QS9000.

### Online Resources

<https://nptel.ac.in/courses/110/107/110107141/>

<https://nptel.ac.in/courses/110/101/110101010/>

### Reference Books:

- Production and Operations Management by Everette E. Adam, Jr. Ronald J. Ebert; Publisher: Prentice-Hall of India
- Production and Operations Management by N.G. Nair; Publisher: Tata Mc. Graw Hill
- Production and Operations Management by Panneerselvam R; Publisher: Prentice-Hall of India
- Operations Management by Shafer Scott M; Publisher: John Wiley
- Succeeding in Project-Driven Organizations by Knutson Joan; Publisher: John Wiley
- Mitra Amitava., Fundamentals of Quality Control and Improvement, Prentice Hall, 3rd Edition, 2008.
- Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2004.
- D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, 5th Edition, John Wiley & Sons, 2010.
- R. Johnston, G. Clark, Service Operations Management- Improving service delivery, 3rd Edition, Prentice Hall, 2008.
- W Edwards Deming, Out of Crisis, MIT Press, 2000.
- W Edwards Deming, Quality Productivity and Competitive Position, MIT Press, 1982.
- Philip B Crosby, Quality Is Free: The Art of Making Quality Certain, Mentor, 1979.
- Philip B Crosby, Quality Without Tears: The Art of Hassle-Free Management, McGraw-Hill; 1 edition, 1995.
- D A Garvin (1984), What does Product Quality Really Means. Sloan Management Review, 25-43.
- Parasuraman, A., Valarie A. Z., and Berry L.L. (1985), A Conceptual Model of Service Quality and Its Implications for Future Research," Journal of Marketing, Vol 49, pp.41-50.
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry (1988), SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality, Journal of Retailing, Vol.64 ,pp. 12-40.
- Zeithaml, V A. , Leonard L. Berry, and A. Parasuraman (1991), The Nature and Determinants of Customer Expectations of Service ,Journal of the Academy of Marketing Science, Vol. 21, No. 1, pp, 1-12.
- Johnston, R, (1999) Service transaction analysis: assessing and improving the customer's experience, Managing Service Quality, Vol. 9, No.: 2, pp.102 – 109.

## UC-SMS-417 – Indian Economic System

### Learning Outcomes

- Develop ideas of the basic characteristics of Indian economy and its potential.
- Understand Indian agriculture and analyze the progress and changing nature of agricultural sector and its contribution to the Economy as a whole.
- Understand the basic features of Service Led Growth In India and the Sustainability aspects
- Evaluating trends In Indian Monetary Policy and Financial Markets.

Sr No	Units/Modules	No. of Lectures
1	<p><b>Macro Economic Overview of India</b></p> <p>1.1 Overview of New Economic Policy 1991 : Role of Social Infrastructure with reference to Education, Health and Family Welfare. India’s human development record in the global perspective.</p> <p>1.2 Sustainable Development Goals and Policy Measures : Make in India, Invest in India, and Skill Development and Training Programmes.</p> <p>1.3 Foreign Investment Policy Measures in India : Foreign Investment Promotion Board, FDI-MNCs and their Role.</p> <p>1.4 Overview of New Education Policy and its Implication</p>	15
2	<p><b>Agriculture During Post Reform Period</b></p> <p>2.1. National Agricultural Policy 2000 : Objectives, Features</p> <p>2.2. Agricultural Pricing and Agricultural Finance</p> <p>2.3. Agricultural Environments - Recent Developments Marketing Development      Agricultural Market Infrastructure - Market Information - Marketing Training</p>	15
3	<p><b>The Industry and Service Sector During Post-Reform Period</b></p> <p>3.1. Policy Measures, Competition Act, 2002 : Disinvestment Policy, Micro, Small and Medium Enterprises [MSME Sector] Since 2007.</p> <p>3.2. Industrial Pollution in India : Meaning, Types, Effects and Control</p> <p>3.3. Service Sector : Recent Trends, Role And Growth In Healthcare And Tourism Industry      ICT Based India’s Development Strategy</p>	15
4	<p><b>Banking and Financial Market</b></p> <p>4.1. Banking Sector : Recent Trends, Issues and Challenges in Banking and Insurance Industry.</p> <p>4.2. Money Market : Structure, Limitations and Reforms</p> <p>4.3. Monetary policy: current monetary policy in India, monetary management in an open economy.</p>	15

### Self-Learning topics (Unit wise):

Sr. No	Sub	Topic



	Unit	
1	1.4	Overview of New Education Policy
2	2.2	Agricultural Pricing
3	3.2	Industrial Pollution in India
4	4.2	Banking Sector : Recent Trends

### Online Resources

[https://onlinecourses.nptel.ac.in/noc21\\_hs51/preview](https://onlinecourses.nptel.ac.in/noc21_hs51/preview)

[https://onlinecourses.swayam2.ac.in/nce19\\_sc18/preview](https://onlinecourses.swayam2.ac.in/nce19_sc18/preview)

<https://nptel.ac.in/content/storage2/courses/103107084/module1/lecture1/lecture1.pdf>

<https://nptel.ac.in/courses/110/106/110106040/>

### References:

- Uma Kapila (ed): Indian Economy Since Independence- Academic Foundation, New Delhi 2004.
- Shanker Acharya and Rakesh Mohan (Eds) (2011): India's Economy: Performance and Challenges- Oxford University Press, New Delhi.
- RBI Annual Reports.
- Ministry of Finance: Economic Survey-Variou s Issues
- Jean Dreze and Amartya Sen, 2013. An Uncertain Glory: India and its Contradictions Princeton University Press.
- Pulapre Balakrishnan, 2007, The Recovery of India: Economic Growth in the Nehru Era, Economic and Political Weekly, November.
- Rakesh Mohan, 2008, —Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment, Economic and Political Weekly, May.
- S.L. Shetty, 2007, —India's Savings Performance since the Advent of Planning, in K.L. Krishna and A. Vaidyanathan, editors, Institutions and Markets in India's Development.
- Himanshu, 2010, Towards New Poverty Lines for India, Economic and Political Weekly, January.

- Jean Dreze and Angus Deaton, 2009, Food and Nutrition in India: Facts and Interpretations, Economic and Political Weekly, February.
- Himanshu. 2011, —Employment Trends in India: A Re-examination, Economic and Political Weekly, September.
- Rama Baru et al, 2010, —Inequities in Access to Health Services in India: Caste, Class and Region, Economic and Political Weekly, September.
- Geeta G. Kingdon, 2007, —The Progress of School Education in India, Oxford Review of Economic Policy



**Dr Rita Khatri**

**Chairperson -Commerce and Management**

**UNIVERSITY OF MUMBAI**

No. UG/ 89 of 2018-19

**CIRCULAR:-**

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

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

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

MUMBAI – 400 032

27<sup>th</sup> July, 2018

To

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

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

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No. UG/ 89 -A of 2018

MUMBAI-400 032

27<sup>th</sup> July, 2018

Copy forwarded with Compliments for information to:-

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

  
(Dr. Dinesh Kamble)  
I/c REGISTRAR

# University of Mumbai



**Revised Syllabus  
and  
Question Paper Pattern  
of Courses  
of  
Bachelor of Management Studies  
(BMS) Programme at  
Third Year  
*Semester V and VI*  
Under Choice Based Credit, Grading and  
Semester System**

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

# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### TYBMS

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

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

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

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

**Bachelor of Management Studies (BMS)**  
**Programme**  
*Under Choice Based Credit, Grading and Semester System*  
**Course Structure**  
*(To be implemented from Academic Year- 2018-2019)*  
**Semester V**

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

<b>*List of group of Elective Courses(EC)for Semester V (Any Four)</b>	
<b>Group A: Finance Electives</b>	
1	Investment Analysis & Portfolio Management
2	Commodity & Derivatives Market
3	Wealth Management
4	Financial Accounting
5	Risk Management
6	Direct Taxes
<b>Group B:Marketing Electives</b>	
1	Services Marketing
2	E-Commerce & Digital Marketing
3	Sales & Distribution Management
4	Customer Relationship Management
5	Industrial Marketing
6	Strategic Marketing Management
<b>Group C: Human Resource Electives</b>	
1	Finance for HR Professionals & Compensation Management
2	Strategic Human Resource Management & HR Policies
3	Performance Management & Career Planning
4	Industrial Relations
5	Talent & Competency Management
6	Stress Management

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

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

**1. Investment Analysis and Portfolio Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to Investment Environment</b>
	<p><b>a) Introduction to Investment Environment</b></p> <ul style="list-style-type: none"> <li>• Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives</li> </ul> <p><b>b) Capital Market in India</b></p> <ul style="list-style-type: none"> <li>• Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks</li> </ul>
2	<b>Risk - Return Relationship</b>
	<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	<b>Portfolio Management and Security Analysis</b>
	<p><b>a) Portfolio Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</li> </ul> <p><b>b) Security Analysis:</b></p> <ul style="list-style-type: none"> <li>• Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.</li> </ul>
4	<b>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</b>
	<p><b>a) Theories:</b></p> <ul style="list-style-type: none"> <li>• Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory</li> </ul> <p><b>b) Capital Asset Pricing Model:</b></p> <ul style="list-style-type: none"> <li>• Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</li> </ul> <p><b>c) Portfolio Performance Measurement:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</li> </ul>



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

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

**2. Commodity and Derivatives Market**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to Commodities Market and Derivatives Market</b>
	<p><b>a) Introduction to Commodities Market :</b></p> <ul style="list-style-type: none"> <li>• Meaning, History &amp; Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash &amp; Derivative Segment), Commodity Exchanges in India &amp; Abroad, Reasons for Investing in Commodities</li> </ul> <p><b>b) Introduction to Derivatives Market:</b></p> <ul style="list-style-type: none"> <li>• Meaning, History &amp; Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages &amp; Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards &amp; Futures.</li> </ul>
2	<b>Futures and Hedging</b>
	<p><b>a) Futures:</b></p> <ul style="list-style-type: none"> <li>• Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price &amp; Expected Spot Price, Basis &amp; Basis Risk, Pricing of Futures Contract, Cost of Carry Model</li> </ul> <p><b>b) Hedging:</b></p> <ul style="list-style-type: none"> <li>• Speculation &amp; Arbitrage using Futures, Long Hedge – Short Hedge, Cash &amp; Carry Arbitrage, Reverse Cash &amp; Carry Arbitrage, Payoff Charts &amp; Diagrams for Futures Contract, Perfect &amp; Imperfect Hedge</li> </ul>
3	<b>Options and Option Pricing Models</b>
	<p><b>a) Options:</b></p> <ul style="list-style-type: none"> <li>• Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures &amp; Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts &amp; Diagrams for Options Contract, Basic Understanding of Option Strategies</li> </ul> <p><b>b) Options Pricing Models:</b></p> <ul style="list-style-type: none"> <li>• Binomial Option Pricing Model, Black - Scholes Option Pricing Model</li> </ul>
4	<b>Trading, Clearing &amp; Settlement In Derivatives Market and Types of Risk</b>
	<p><b>a) Trading, Clearing &amp; Settlement In Derivatives Market:</b></p> <ul style="list-style-type: none"> <li>• Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives &amp; Functions, Settlement Mechanism – Types of Settlement</li> </ul> <p><b>b) Types of Risk:</b></p> <ul style="list-style-type: none"> <li>• Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin</li> </ul>

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

**Elective Courses (EC)**

**Group A: Finance Electives**

**3. Wealth Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction</b>
	<p><b>a) Introduction To Wealth Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs &amp; Expectation of Clients, Code of Ethics for Wealth Manager</li> </ul> <p><b>b) Personal Financial Statement Analysis:</b></p> <ul style="list-style-type: none"> <li>• Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.</li> </ul> <p><b>c) Economic Environment Analysis:</b></p> <ul style="list-style-type: none"> <li>• Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent</li> </ul>
2	<b>Insurance Planning and Investment Planning</b>
	<p><b>a) Insurance Planning:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Investment Planning:</b></p> <ul style="list-style-type: none"> <li>• Types of Investment Risk, Risk Profiling of Investors &amp; Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active &amp; Passive Investment Strategies</li> </ul>
3	<b>Financial Mathematics/ Tax and Estate Planning</b>
	<p><b>a) Financial Mathematics:</b></p> <ul style="list-style-type: none"> <li>• Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios</li> </ul> <p><b>b) Tax and Estate Planning:</b></p> <ul style="list-style-type: none"> <li>• Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward &amp; Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions</li> </ul>
4	<b>Retirement Planning/ Income Streams &amp; Tax Savings Schemes</b>
	<p><b>a) Retirement Planning:</b></p> <ul style="list-style-type: none"> <li>• Understanding of different Salary Components, Introduction to Retirement Planning, Purpose &amp; Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation &amp; Planning), Pre &amp; Post-Retirement Strategies - Tax Treatment</li> </ul> <p><b>b) Income Streams &amp; Tax Savings Schemes:</b></p> <ul style="list-style-type: none"> <li>• Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes</li> </ul>

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

**Elective Courses (EC)**

**Group A: Finance Electives**

**4. Financial Accounting**

**Modules at a Glance**

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

**Objectives**

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

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

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

**Elective Courses (EC)**

**Group A: Finance Electives**

**5. Risk Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction, Risk Measurement and Control</b>
	<p><b>a) Introduction, Risk Measurement and Control</b></p> <ul style="list-style-type: none"> <li>• Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational</li> <li>• Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations</li> <li>• Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control</li> </ul>
2	<b>Risk Avoidance and ERM</b>
	<p><b>a) Risk Hedging Instruments and Mechanism:</b></p> <ul style="list-style-type: none"> <li>• Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation</li> </ul> <p><b>b) Enterprise Risk Management:</b></p> <ul style="list-style-type: none"> <li>• Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register</li> </ul>
3	<b>Risk Governance and Assurance</b>
	<p><b>a) Risk Governance:</b></p> <ul style="list-style-type: none"> <li>• Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance</li> </ul> <p><b>b) Risk Assurance:</b></p> <ul style="list-style-type: none"> <li>• Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk</li> </ul> <p><b>c) Risk and Stakeholders Expectations:</b></p> <ul style="list-style-type: none"> <li>• Identifying the Range of Stakeholders and Responding to Stakeholders Expectations</li> </ul>
4	<b>Risk Management in Insurance</b>
	<p><b>a) Insurance Industry:</b></p> <ul style="list-style-type: none"> <li>• Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary</li> </ul> <p><b>b) Players of Insurance Business:</b></p> <ul style="list-style-type: none"> <li>• Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification</li> </ul> <p><b>c) Claim Management:</b></p> <ul style="list-style-type: none"> <li>• General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium</li> </ul>



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

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

**6. Direct Taxes**

**Modules at a Glance**

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

**Objectives**

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

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

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

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

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

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

**1. Service Marketing**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction of Services Marketing</b>
	<ul style="list-style-type: none"> <li>• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</li> <li>• Role of Services in Modern Economy, Services Marketing Environment</li> <li>• Goods vs Services Marketing, Goods Services Continuum</li> <li>• Consumer Behaviour, Positioning a Service in the Market Place</li> <li>• Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</li> <li>• Type of Contact: High Contact Services and Low Contact Services</li> <li>• Sensitivity to Customers' Reluctance to Change</li> </ul>
2	<b>Key Elements of Services Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• The Service Product, Pricing Mix, Promotion &amp; Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting</li> <li>• Branding of Services – Problems and Solutions</li> <li>• Options for Service Delivery</li> </ul>
3	<b>Managing Quality Aspects of Services Marketing</b>
	<ul style="list-style-type: none"> <li>• Improving Service Quality and Productivity</li> <li>• Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</li> <li>• The SERVQUAL Model</li> <li>• Defining Productivity – Improving Productivity</li> <li>• Demand and Capacity Alignment</li> </ul>
4	<b>Marketing of Services</b>
	<ul style="list-style-type: none"> <li>• International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</li> <li>• Factors Favouring Transnational Strategy</li> <li>• Elements of Transnational Strategy</li> <li>• Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</li> <li>• Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</li> </ul>

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

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

**2. E-Commerce and Digital Marketing**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to E-commerce</b>
	<ul style="list-style-type: none"> <li>• Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &amp; Limitations of E-Commerce, Traditional Commerce &amp; E-Commerce</li> <li>• Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural &amp; Social</li> <li>• Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce</li> <li>• Impact of E-Commerce on Business, Ecommerce in India</li> <li>• Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</li> <li>• Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce</li> </ul>
2	<b>E-Business &amp; Applications</b>
	<ul style="list-style-type: none"> <li>• E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business</li> <li>• Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning</li> <li>• Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks &amp; Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</li> <li>• Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</li> <li>• Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website</li> </ul>
3	<b>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</b>
	<ul style="list-style-type: none"> <li>• Issues Relating to Privacy and Security in E-Business</li> <li>• Electronic Payment Systems: Features, Different Payment Systems : Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</li> <li>• Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</li> <li>• Types of Transaction Security</li> <li>• E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</li> </ul>

SN	Modules/ Units
4	<b>Digital Marketing</b>
	<ul style="list-style-type: none"> <li>• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.</li> <li>• Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing &amp; Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts &amp; Vodcasts.</li> <li>• Digital Marketing on various Social Media platforms.</li> <li>• Online Advertisement, Online Marketing Research, Online PR</li> <li>• Web Analytics</li> <li>• Promoting Web Traffic</li> <li>• Latest developments and Strategies in Digital Marketing.</li> </ul>

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

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

**3. Sales and Distribution Management**

**Modules at a Glance**

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

**Objectives**

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



SN	Modules/ Units
1	<b>Introduction</b>
	<p><b>a) Sales Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Role of Sales Department, Evolution of Sales Management</li> <li>• Interface of Sales with Other Management Functions</li> <li>• Qualities of a Sales Manager</li> <li>• Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.</li> <li>• Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure</li> </ul> <p><b>b) Distribution Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</li> </ul> <p><b>c) Integration of Marketing, Sales and Distribution</b></p>
2	<b>Market Analysis and Selling</b>
	<p><b>a) Market Analysis:</b></p> <ul style="list-style-type: none"> <li>• Market Analysis and Sales Forecasting, Methods of Sales Forecasting</li> <li>• Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota</li> <li>• Factors Determining Fixation of Sales Quota</li> <li>• Assigning Territories to Salespeople</li> </ul> <p><b>b) Selling:</b></p> <ul style="list-style-type: none"> <li>• Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing</li> <li>• Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory</li> <li>• Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill</li> <li>• Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy</li> <li>• Difference Between Consumer Selling and Organizational Selling</li> <li>• Difference Between National Selling and International Selling</li> </ul>

SN	Modules/ Units
3	<b>Distribution Channel Management</b>
	<ul style="list-style-type: none"> <li>• Management of Distribution Channel – Meaning &amp; Need</li> <li>• Channel Partners- Wholesalers, Distributors and Retailers &amp; their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler</li> <li>• Choice of Distribution System – Intensive, Selective, Exclusive</li> <li>• Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost</li> <li>• Factors Affecting Effective Management Of Distribution Channels <ul style="list-style-type: none"> <li>▪ Channel Design</li> <li>▪ Channel Policy</li> <li>▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict</li> <li>▪ Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution</li> <li>▪ Motivating Channel Members</li> <li>▪ Selecting Channel Partners</li> <li>▪ Evaluating Channels</li> <li>▪ Channel Control</li> </ul> </li> </ul>
4	<b>Performance Evaluation, Ethics and Trends</b>
	<p><b>a) Evaluation &amp; Control of Sales Performance:</b></p> <ul style="list-style-type: none"> <li>• Sales Performance – Meaning</li> <li>• Methods of Supervision and Control of Sales Force</li> <li>• Sales Performance Evaluation Criteria- Key Result Areas (KRAs)</li> <li>• Sales Performance Review</li> <li>• Sales Management Audit</li> </ul> <p><b>b) Measuring Distribution Channel Performance:</b></p> <ul style="list-style-type: none"> <li>• Evaluating Channels- Effectiveness, Efficiency and Equity</li> <li>• Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit</li> </ul> <p><b>c) Ethics in Sales Management</b></p> <p><b>d) New Trends in Sales and Distribution Management</b></p>

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

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

**4. Customer Relationship Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to Customer Relationship Management</b>
	<ul style="list-style-type: none"> <li>• Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</li> <li>• Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM</li> <li>• Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</li> </ul>
2	<b>CRM Marketing Initiatives, Customer Service and Data Management</b>
	<ul style="list-style-type: none"> <li>• CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</li> <li>• CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management</li> <li>• CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting</li> </ul>
3	<b>CRM Strategy, Planning, Implementation and Evaluation</b>
	<ul style="list-style-type: none"> <li>• Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</li> <li>• Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</li> <li>• Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</li> <li>• CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</li> </ul>

4	CRM New Horizons
	<ul style="list-style-type: none"><li>• e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:</li><li>• Software App for Customer Service:<ul style="list-style-type: none"><li>▪ Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling</li></ul></li><li>• Social Networking and CRM</li><li>• Mobile-CRM</li><li>• CRM Trends, Challenges and Opportunities</li><li>• Ethical Issues in CRM</li></ul>

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

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

**5. Industrial Marketing**

**Modules at a Glance**

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

**Objectives**

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

Sr. No.	Modules / Units
1	<b>Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Industrial Marketing:</b> Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services</li> <li>• <b>Industrial Marketing Environment:</b> Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control</li> <li>• <b>Industrial Buying and Buying Behaviour:</b> Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vender Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour</li> </ul>
2	<b>Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market</b>
	<ul style="list-style-type: none"> <li>• <b>Industrial Marketing Research:</b> Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System.</li> <li>• <b>Segmentation, Targeting and Positioning in Industrial Market:</b> Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation, Target Market: Concept, Approaches to Target Market, Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning; positioning process.</li> </ul>
3	<b>Industrial Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• <b>Industrial Products and New Product Development:</b> Introduction to Industrial Products; Product Policy; Product Classification; Introduction to new product development; New industrial products; stages in New product development.</li> <li>• <b>Industrial Pricing:</b> Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation</li> <li>• <b>Industrial Marketing Communication:</b> Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing.</li> <li>• <b>Marketing Channels and Physical Distribution of Industrial Products:</b> Industrial marketing channels; Indirect and direct marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel</li> </ul>
4	<b>Emerging Trends in Industrial Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Business Networks :</b> Business Networks in Industrial marketing, Relationship in Business networks , Technology and Business networks</li> <li>• <b>E-Procurement in Industrial Market:</b> Meaning , Importance of E-procurement , Implementation of E-procurement</li> <li>• <b>E-Commerce:</b> Definition of E-Commerce, Advantages and disadvantages of B2B E-Commerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security</li> </ul>

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

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

**6. Strategic Marketing Management**

**Modules at a Glance**

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

**Objectives**

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



Sr. No.	Modules / Units
1	<p data-bbox="236 199 903 232"><b>Introduction to Strategic Marketing Management</b></p> <ul data-bbox="245 248 1477 712" style="list-style-type: none"> <li>• <b>Marketing:</b> Nature of Marketing, marketing as an art, science and business discipline, marketing as a value creation process</li> <li>• <b>Strategic decisions:</b> Nature of strategy, the marketing strategy interface, difference between marketing planning and strategic planning</li> <li>• <b>Identifying the market:</b> The five C framework-customer, company, collaborator, competitor, context</li> <li>• <b>The 7 tactics of Marketing mix:</b> Product, service, brand, price ,incentives, communication and distribution</li> <li>• <b>Business Model and Strategic Marketing Planning:</b> Meaning, Role of Business models in marketing management, Strategies for developing a business models: top-down business model generation, bottom up business model generation, The G-STIC frame work for marketing planning: Goal-Strategy-Tactics-Implementation-control</li> </ul>
2	<p data-bbox="236 725 1355 792"><b>Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing:</b></p> <ul data-bbox="245 804 1477 992" style="list-style-type: none"> <li>• <b>Segmentation:</b> Essence of segmentation, Factors to be considered while segmenting, key segmenting principles- relevance, similarity, exclusivity</li> <li>• <b>Identifying Target Customers:</b> Factors to be considered while targeting, targeting strategies-One for all strategy, one for each strategy, Strategic Targeting criteria: target attractiveness, target compatibility</li> </ul> <p data-bbox="236 1003 1477 1111">Essential strategic assets for target compatibility: business infrastructure, collaborator networks, human capital, intellectual property, strong brands, established customer base, synergistic offerings, access to scarce resources and capital.</p> <ul data-bbox="245 1122 1477 1229" style="list-style-type: none"> <li>• <b>Creating Customer Value through Positioning:</b> Role of strategic positioning, strategic positioning options: The quality option, value option, the pioneer, a narrow product focus, target segment focus; strategies for creating superior customer value.</li> </ul> <p data-bbox="236 1240 1477 1348"><b>Creating Company Value:</b> Understanding Company Value: Monetary, functional and psychological value; strategically managing profits--increasing sales revenue-through volume, optimizing price, lowering costs</p> <p data-bbox="236 1359 1477 1538"><b>Creating Collaborator Value:</b> Meaning of collaborators, collaboration as business process, advantages and drawbacks of collaboration, levels of strategic collaboration: explicit, implicit; alternatives to collaboration: horizontal and vertical integration, managing collaborator relations; gaining collaborator power: offering differentiation; collaborator size, strategic importance, switching costs</p>

3	<b>Strategic Decisions in Product, Services and Branding</b>
	<ul style="list-style-type: none"> <li>• <b>Managing Product and Services:</b> factors affecting product and service decisions- performance, consistency, reliability, durability, compatibility, ease of use, technological design, degree of customization, physical aspects, style, packaging.</li> </ul> <p><b>Managing New Products:</b> Forecasting new product demand using Primary Data and secondary data: offering specific forecasting, forecasting by analogy, category based forecasting.</p> <p><b>New product adoption:</b> Understanding new product adoption, factors influencing diffusion of new offering, new product development process, managing risk in new products- market risk and technological risk, Moore’s Model of adoption of new technologies, managing product life cycle at various stages, extending Product lifecycle.</p> <ul style="list-style-type: none"> <li>• <b>Managing Product Lines:</b> Managing vertical, upscale, downscale, horizontal product-Line Extensions, Managing Product Line Cannibalization, Managing Product lines to gain and defend market position-The Fighting Brand Strategy, The sandwich strategy, The Good-better-best strategy</li> <li>• <b>Brand Tactics:</b> Brand: Meaning, brand identity, brand as value creation process brand hierarchy-Individual and umbrella branding, brand extension: vertical and horizontal, brand equity and brand power, measuring brand equity-cost based approach, market based approach and financial based approach.</li> </ul>
4	<b>Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management</b>
	<p><b>A) Managing Price:</b> Major approaches to strategic pricing-cost based pricing, competitive pricing, demand pricing; Price sensitivity: meaning, psychological pricing, Five psychological pricing effects: reference price effects, price quantity effects, price tier effects, price ending effects, product line effects; Understanding competitive pricing and price wars: factors affecting price wars, Approach for developing a strategic response to competitors price cut, Other pricing strategies-captive pricing, cross price elasticity, deceptive pricing, everyday low pricing, experience curve pricing, loss leader pricing, horizontal price fixing, price signalling.</p> <p><b>B) Managing Promotions and incentives:</b> Promotion mix strategy, Factors affecting strategic decisions in promotion mix, Promotion expenditure strategy, Methods to determine promotion expenditure-Breakdown Method, Buildup Method, Push and Pull promotions.</p> <p>Managing incentives as a value creation process, Goals of using customer incentives, Monetary incentives for customers, Non monetary incentives for customers.</p> <p>Collaborator incentives meaning, monetary incentives-slotting allowance, stocking allowance, cooperative advertising allowance, market development allowance, display allowance, spiffs</p> <p><b>C) Managing distribution:</b> Distribution as value creation process, distribution channel design process- Channel structure: Direct, indirect and hybrid channel; channel coordination- common ownership, contractual relationship, implicit channel coordination; channel type, channel coverage, channel exclusivity</p> <p><b>D) Strategic Growth Management:</b> Gaining market position: strategies to gain market position: steal share strategy, market growth strategy, market innovation strategy; Pioneering new markets: Meaning, Types of Pioneers: technology, product, business model, markets; benefits and drawbacks of being a Pioneer.</p> <p><b>Defending market position:</b> Strategies to defend market position- ignoring competitors’ action, repositioning the existing offer- repositioning to increase value for current customers, repositioning to attract new customers.</p>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

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

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Compensation Plans and HR Professionals</b>
	<ul style="list-style-type: none"> <li>• Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation</li> <li>• Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation</li> <li>• 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security</li> <li>• Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India.</li> </ul>
2	<b>Incentives and Wages</b>
	<ul style="list-style-type: none"> <li>• 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</li> <li>• Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan.</li> <li>• Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory.</li> </ul>
3	<b>Compensation to Special Groups and Recent Trends</b>
	<ul style="list-style-type: none"> <li>• Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives.</li> <li>• Human Resource Accounting – Meaning, Features, Objectives and Methods</li> <li>• Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages.</li> </ul>
4	<b>Legal and Ethical issues in Compensation</b>
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

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

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>SHRM - An Overview</b>
	<ul style="list-style-type: none"> <li>• 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</li> <li>• HR Environment –Environmental trends and HR Challenges</li> <li>• Linking SHRM and Business Performance</li> </ul>
2	<b>HR Strategies</b>
	<ul style="list-style-type: none"> <li>• Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance</li> </ul>
3	<b>HR Policies</b>
	<ul style="list-style-type: none"> <li>• 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</li> </ul>
4	<b>Recent Trends in SHRM</b>
	<ul style="list-style-type: none"> <li>• i.e. Mentoring</li> <li>• Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</li> <li>• Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model</li> <li>• Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions.</li> <li>• Human Capital Management –Meaning and Role</li> <li>• New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment</li> <li>• Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**3. Performance Management and Career Planning**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Performance Management – An Overview</b>
	<ul style="list-style-type: none"> <li>• 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</li> <li>• Best Practices in Performance Management, Future of Performance Management.</li> <li>• Role of Technology in Performance Management</li> </ul>
2	<b>Performance Management Process</b>
	<ul style="list-style-type: none"> <li>• Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking</li> <li>• Performance Managing – Meaning, Objectives, Process</li> <li>• Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach</li> <li>• Performance Monitoring–Meaning, Objectives and Process</li> <li>• Performance Management Implementation – Strategies for Effective Implementation of Performance Management</li> <li>• Linking Performance Management to Compensation</li> <li>• Concept of High Performance Teams</li> </ul>
3	<b>Ethics, Under Performance and Key Issues in Performance Management</b>
	<ul style="list-style-type: none"> <li>• 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</li> <li>• Under Performers and Approaches to Manage Under Performers, Retraining</li> <li>• Key Issues and Challenges in Performance Management</li> <li>• Potential Appraisal: Steps, Advantages and Limitations.</li> <li>• Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.</li> </ul>
4	<b>Career Planning and Development</b>
	<ul style="list-style-type: none"> <li>• 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</li> <li>• Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives</li> <li>• Role of Technology in Career Planning and Development</li> <li>• Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model</li> <li>• New Organizational Structures and Changing Career Patterns</li> </ul>



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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**4. Industrial Relations**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Industrial Relations- An overview</b>
	<ul style="list-style-type: none"> <li>• Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial Relations, Issues and Challenges of industrial relations in India</li> </ul>
2	<b>Industrial Disputes</b>
	<p><b>a) Industrial Disputes:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc)</li> <li>• Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment</li> </ul> <p><b>b) Employee Discipline:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement.</li> </ul> <p><b>c) Grievance Handling:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India.</li> </ul> <p><b>d) Workers' Participation in Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning and Types with Respect to India</li> </ul>
3	<b>Trade Unions and Collective Bargaining</b>
	<p><b>a) Trade Unions:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Rights and Privileges of Registered Trade Unions, Impact of Globalisation on Trade Unions in India, Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS,UTUC, Problems of Trade Unions in India.</li> </ul> <p><b>b) Collective Bargaining:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

SN	Modules/ Units
4	<b>Industrial Relations Related Laws in India</b>
	<ul style="list-style-type: none"><li>• Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal</li><li>• The Trade Unions Act, 1926;</li><li>• The Industrial Employment (Standing Orders) Act, 1946;</li><li>• The Industrial Disputes Act, 1947;</li><li>• The Factories' Act, 1948</li><li>• The Minimum Wages Act, 1948</li></ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**5. Talent & Competency Management**

**Modules at a Glance**

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

**Objectives**

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

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to Talent Management</b>
	<ul style="list-style-type: none"> <li>• Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management</li> <li>• Benefits and Limitations of Talent Management</li> <li>• Principles of Talent Management</li> <li>• Source of Talent Management</li> <li>• Talent Gap – Meaning, Strategies to Fill Gaps</li> <li>• The Talent Value Chain</li> <li>• Role of HR in Talent Management</li> <li>• Role of Talent Management in building Sustainable Competitive Advantage to an Organization</li> </ul>
<b>2</b>	<b>Talent Management System</b>
	<ul style="list-style-type: none"> <li>• Talent Management System – Meaning, Key Elements of Talent Management System</li> <li>• Critical Success Factors to Create Talent Management System</li> <li>• Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System</li> <li>• Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process</li> <li>• Approaches to Talent Management</li> <li>• Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies</li> <li>• Talent Management and Succession Planning</li> </ul>
<b>3</b>	<b>Contemporary Issues and Current Trends in Talent Management</b>
	<ul style="list-style-type: none"> <li>• Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy</li> <li>• Contemporary Talent Management Issues, Talent Management Challenges</li> <li>• Current Trends in Talent Management</li> <li>• Best Practices of Talent Management</li> <li>• Ethical and Legal Obligations Associated with Talent Management</li> <li>• Talent Management in India</li> </ul>
<b>4</b>	<b>Competency Management and Competency Mapping</b>
	<ul style="list-style-type: none"> <li>• Concept of Competency and Competence, Competence v/s Competency</li> <li>• Types of Competencies, Benefits and Limitations of implementing competencies</li> <li>• Iceberg Model of Competency</li> <li>• Competency Management – Meaning, Features and Objectives</li> <li>• Benefits and Challenges of Competency Management</li> <li>• Competency Development – Meaning, Process</li> <li>• Competency Mapping - Meaning, Features, Need and importance of competency mapping</li> <li>• Methods of Competency Mapping, Steps in Competency Mapping</li> </ul>

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

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

**6. Stress Management**

**Modules at a Glance**

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

**Objectives**

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

Sr. No.	Modules / Units
<b>1</b>	<b>Understanding Stress</b>
	<ul style="list-style-type: none"> <li>• Stress – concept, features, types of stress</li> <li>• Relation between Stressors and Stress</li> <li>• Potential Sources of Stress – Environmental, Organizational and Individual</li> <li>• Consequences of Stress – Physiological, Psychological and Behavioural Symptoms</li> <li>• Stress at work place – Meaning, Reasons</li> <li>• Impact of Stress on Performance</li> <li>• Work Stress Model</li> <li>• Burnout – Concept</li> <li>• Stress v/s Burnout</li> </ul>
<b>2</b>	<b>Managing Stress – I</b>
	<ul style="list-style-type: none"> <li>• Pre-requisites of Stress-free Life</li> <li>• Anxiety - Meaning, Mechanisms to cope up with anxiety</li> <li>• Relaxation - Concept and Techniques</li> <li>• Time Management - Meaning, Importance of Time Management</li> <li>• Approaches to Time Management</li> <li>• Stress Management - Concept, Benefits</li> <li>• Managing Stress at Individual level</li> <li>• Role of Organization in Managing Stress/ Stress Management Techniques</li> <li>• Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.</li> </ul>
<b>3</b>	<b>Managing Stress – II</b>
	<ul style="list-style-type: none"> <li>• Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model</li> <li>• General Adaption Syndrome (GAS) - Concept, Stages</li> <li>• Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response.</li> <li>• Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education.</li> <li>• Stress management interventions: primary, secondary, tertiary.</li> <li>• Meditation – Meaning, Importance</li> <li>• Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control</li> </ul>
<b>4</b>	<b>Stress Management Leading to Success</b>
	<ul style="list-style-type: none"> <li>• Eustress – Concept, Factors affecting Eustress</li> <li>• Stress Management Therapy - Concept, Benefits</li> <li>• Stress Counselling - Concept</li> <li>• Value education for stress management</li> <li>• Stress and New Technology</li> <li>• Stress Audit Process</li> <li>• Assessment of Stress - Tools and Methods</li> <li>• Future of Stress Management</li> </ul>

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

**Core Course (CC)**

**5. Logistics and Supply Chain Management**

**Modules at a Glance**

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

**Objectives**

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



SN	Modules/ Units
1	<p data-bbox="280 208 986 241"><b>Overview of Logistics and Supply Chain Management</b></p> <p data-bbox="280 259 849 293"><b>a) Introduction to Logistics Management</b></p> <ul data-bbox="341 304 1406 517" style="list-style-type: none"> <li data-bbox="341 304 1406 427">• Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics</li> <li data-bbox="341 439 1406 517">• Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</li> </ul> <p data-bbox="280 528 911 562"><b>b) Introduction to Supply Chain Management</b></p> <ul data-bbox="341 573 1406 696" style="list-style-type: none"> <li data-bbox="341 573 1406 696">• 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</li> </ul> <p data-bbox="280 707 911 741"><b>c) Customer Service: Key Element of Logistics</b></p> <ul data-bbox="341 752 1406 831" style="list-style-type: none"> <li data-bbox="341 752 1406 831">• Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</li> </ul> <p data-bbox="280 842 616 875"><b>d) Demand Forecasting</b></p> <ul data-bbox="341 887 1406 1010" style="list-style-type: none"> <li data-bbox="341 887 1406 1010">• Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</li> </ul>
2	<p data-bbox="280 1037 616 1070"><b>Elements of Logistics Mix</b></p> <p data-bbox="280 1088 536 1122"><b>a) Transportation</b></p> <ul data-bbox="341 1133 1406 1290" style="list-style-type: none"> <li data-bbox="341 1133 1406 1290">• 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</li> </ul> <p data-bbox="280 1301 520 1335"><b>b) Warehousing</b></p> <ul data-bbox="341 1346 1406 1469" style="list-style-type: none"> <li data-bbox="341 1346 1406 1469">• Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</li> </ul> <p data-bbox="280 1480 592 1514"><b>c) Materials Handling</b></p> <ul data-bbox="341 1525 1406 1648" style="list-style-type: none"> <li data-bbox="341 1525 1406 1648">• Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</li> </ul> <p data-bbox="280 1659 472 1693"><b>d) Packaging</b></p> <ul data-bbox="341 1704 1406 1774" style="list-style-type: none"> <li data-bbox="341 1704 1406 1774">• Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</li> </ul>

SN	Modules/ Units
3	<b>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</b>
	<p><b>a) Inventory Management</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)</li> </ul> <p><b>b) Logistics Costing</b></p> <ul style="list-style-type: none"> <li>• Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</li> </ul> <p><b>c) Performance Measurement in Supply Chain</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</li> </ul> <p><b>d) Logistical Network Analysis</b></p> <ul style="list-style-type: none"> <li>• Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>
4	<b>Recent Trends in Logistics and Supply Chain Management</b>
	<p><b>a) Information Technology in Logistics</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Modern Logistics Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</li> </ul> <p><b>c) Logistics Outsourcing</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>d) Logistics in the Global Environment</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>

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

**Ability Enhancement Courses (AEC)**

**6. Corporate Communication & Public Relations**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Foundation of Corporate Communication</b>
	<p><b>a) Corporate Communication: Scope and Relevance</b></p> <ul style="list-style-type: none"> <li>• Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario</li> </ul> <p><b>b) Keys concept in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>• Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</li> </ul> <p><b>c) Ethics and Law in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>• Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</li> </ul>
2	<b>Understanding Public Relations</b>
	<p><b>a) Fundamental of Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business</li> </ul> <p><b>b) Emergence of Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</li> </ul> <p><b>c) Public Relations Environment:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</li> </ul> <p><b>d) Theories used in Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</li> </ul>
3	<b>Functions of Corporate Communication and Public Relations</b>
	<p><b>a) Media Relations:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations</li> </ul> <p><b>b) Employee Communication:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications</li> </ul> <p><b>c) Crisis Communication:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building</li> </ul> <p><b>d) Financial Communication:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</li> </ul>

SN	Modules/ Units
4	<b>Emerging Technology in Corporate Communication and Public Relations</b>
	<p><b>a) Contribution of Technology to Corporate Communication</b></p> <ul style="list-style-type: none"> <li>• Introduction, Today’s Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)</li> </ul> <p><b>b) Information Technology in Corporate Communication</b></p> <ul style="list-style-type: none"> <li>• Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation</li> </ul> <p><b>c) Corporate Blogging</b></p> <ul style="list-style-type: none"> <li>• Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog</li> </ul>

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

**Reference Books**

<b>Reference Books</b>
<b>Investment Analysis &amp; Portfolio Management</b>
<ul style="list-style-type: none"> <li>• Kevin. S, <i>Security Analysis and Portfolio Management</i></li> <li>• Donald Fischer &amp; Ronald Jordon, <i>Security Analysis &amp; Portfolio Management</i></li> <li>• Prasanna Chandra, <i>Security Analysis &amp; Portfolio Management</i></li> <li>• Sudhindhra Bhatt, <i>Security Analysis and Portfolio Management.</i></li> </ul>
<b>Commodity &amp; Derivatives Market</b>
<ul style="list-style-type: none"> <li>• John C. Hull &amp; Basu -<i>Futures, options &amp; other derivatives</i></li> <li>• Robert McDonald, <i>Derivatives market, Pearson education</i></li> <li>• John Hull, <i>Fundamentals of futures &amp; options</i></li> <li>• Ankit Gala &amp; Jitendra Gala, <i>Guide to Indian Commodity market, Buzzingstock publishing house</i></li> <li>• K.Sasidharan &amp; Alex K. Mathews, <i>Option trading – bull market strategies, McGraw Hill publication</i></li> <li>• Niti Chatnani, <i>Commodity markets, McGraw Hill Publication</i></li> <li>• S. Kevin, <i>Commodities &amp; financial derivatives, PHI learning Pvt Ltd</i></li> <li>• Suni K Parmeswaran, <i>Futures &amp; options, McGraw Hill</i></li> </ul>
<b>Wealth Management</b>
<ul style="list-style-type: none"> <li>• Harold Evensky, <i>Wealth Management, McGraw Hill Publication</i></li> <li>• NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i></li> <li>• Harold Evensky, <i>The new wealth Management, CFA Institute Investment Series Publication</i></li> </ul>
<b>Financial Accounting</b>
<ul style="list-style-type: none"> <li>• Ashish K. Bhattacharyya – “<i>Financial Accounting for Business Managers</i>”, Prentice Hall of India Pvt. Ltd.</li> <li>• Shashi K. Gupta – “<i>Contemporary Issues in Accounting</i>”, Kalyani Publishers.</li> <li>• R. Narayanaswamy – “<i>Financial Accounting</i>”, Prentice Hall of India, New Delhi</li> <li>• Ashok Sehgal – “<i>Fundamentals of Financial Accounting</i>”, Taxmann’s Publishers</li> <li>• <i>Financial Accounting Reporting – Barry Elliot and Jamie Elliot – Prentice Hall ( 14th Edition)</i></li> </ul>
<b>Risk Management</b>
<ul style="list-style-type: none"> <li>• Thomas S. Coleman, <i>Quantitative Risk Management : A Practical Guide to Financial Risk</i></li> <li>• Steve Peterson, <i>Investment Theory and Risk Management</i></li> <li>• <i>Risk Management , M/s Macmillan India Limited</i></li> <li>• <i>Theory &amp; Practice of Treasury Risk Management: M/s Taxman Publications Ltd.</i></li> <li>• Sim Segal, <i>Corporate Value of ERM</i></li> <li>• Dr. G Kotreshwar, <i>Risk Management : Insurance and Derivatives, Himalaya Publishing House</i></li> </ul>
<b>Direct Taxes</b>
<ul style="list-style-type: none"> <li>• <i>Income Tax Act- Bare act</i></li> <li>• <i>Dr V K Singhania-Direct Tax Law &amp; Practice</i></li> </ul>

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

**Reference Books**

<b>Reference Books</b>
<p><b>Services Marketing</b></p> <ul style="list-style-type: none"> <li>• Valarie A. Zeuhaml &amp; Mary Jo Bitner, <i>Service Marketing</i>, Tata McgrawHill, 6th Edition</li> <li>• Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective</i>, Pearson Education, 7th Edition</li> <li>• Ramneek Kapoor, Justin Paul &amp; Biplab Halder, <i>Services Marketing-Concepts And Practices</i>, McgrawHill, 2011</li> <li>• Harsh V. Verma, <i>Services Marketing Text &amp; Cases</i>, Pearson Education, 2nd Edition</li> <li>• K. Ram Mohan Rao, <i>Services Marketing</i>, Pearson Education, 2nd Edition, 2011</li> <li>• C. Bhattacharjee, <i>Service Sector Management</i>, Jaico Publishing House, Mumbai, 2008</li> <li>• Govind Apte, <i>Services Marketing</i>, Oxford Press, 2004</li> </ul>
<p><b>E-Commerce &amp; Digital Marketing</b></p> <ul style="list-style-type: none"> <li>• D Nidhi, <i>E-Commerce Concepts and Applications</i>, Edn 2011, International Book house P.ltd</li> <li>• Bajaj Kamlesh K, <i>E-Commerce- The cutting edge of Business</i></li> <li>• Whiteley David, <i>E-Commerce Technologies and Applications-2013</i></li> <li>• <i>E-Business &amp; E-Commerce Management 3rd Ed</i>, Pearson Education</li> <li>• Kalokota &amp; Robinson, <i>E-Business 2.0 Road map for Success</i>, Pearson Education</li> <li>• Elias M. Awad, <i>Electronic Commerce, 3rd Edition</i>, Pearson Education</li> <li>• Erfan Turban et.al, <i>Electronic Commerce - A Managerial Perspective</i>, Pearson Education</li> <li>• R. Kalokota, Andrew V. Winston, <i>Electronic Commerce - A Manger's Guide</i>, Pearson Education</li> <li>• Tripathi, <i>E-Commerce</i>, Jaico Publishing House, Mumbai, Edn. 2010.</li> </ul>
<p><b>Sales &amp; Distribution Management</b></p> <ul style="list-style-type: none"> <li>• A. Nag, <i>Sales And Distribution Management</i>, Mcgraw Hill, 2013 Edition</li> <li>• Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, <i>Sales Management</i>, Pearson Education, 5th Edition</li> <li>• Krishna K. Havaldar, Vasant M. Cavale, <i>Sales And Distribution Management – Text &amp; Cases</i>, Mcgraw Hill Education, 2nd Edition, 2011</li> <li>• Dr. Matin Khan, <i>Sakes And Distribution Management</i>, Excel Books, 1st Edition</li> <li>• Kotler &amp; Armstrong, <i>Principles Of Marketing – South Asian Perspective</i>, Pearson Education, 13th Edition</li> </ul>
<p><b>Customer Relationship Management</b></p> <ul style="list-style-type: none"> <li>• Baran Roger J. &amp; Robert J. Galka (2014), <i>Customer Relationship Management: The Foundation of Contemporary Marketing Strategy</i>, Routledge Taylor &amp; Francis Group.</li> <li>• Andersson Kristin and Carol Kerr (2002), <i>Customer Relationship Management</i>, Tata McGraw-Hill.</li> <li>• Ed Peelen, <i>Customer Relationship Management</i>, Pearson Education</li> <li>• Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press.</li> <li>• Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education.</li> <li>• Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education.</li> <li>• Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), <i>Services Marketing Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill.</li> <li>• Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education.</li> </ul>

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

**Reference Books**

<b>Reference Books</b>
<b>Industrial Marketing</b>
<ul style="list-style-type: none"> <li>• <i>Industrial Marketing: A practices in India</i> by S.L. Gupta, Sanjeev Bahadur, and Hitesh Gupta: Excel Books (First Edition)</li> <li>• <i>Industrial Marketing</i> by Hory, Sankar and Mukerjee by Excel Books (First Edition)</li> <li>• <i>Industrial Marketing: A Process of Creating and Maintaining Exchange</i> by Krishnamacharyulu , Lalitha R, Publisher: Jaico Book House</li> <li>• <i>Industrial Marketing</i> by Ghosh, Publisher: Oxford University Press</li> <li>• <i>Industrial Marketing</i> by K. K. Havaladar, Publisher: Tata McGraw-Hill Publishing Company limited</li> <li>• <i>Industrial Marketing Management</i> by Govindarajan, Publisher: Vikas Publishing House Pvt. Ltd.</li> <li>• <i>Industrial Marketing</i> by Phadtare M. T, Publisher: Prentice Hall of India Private Limited</li> </ul>
<b>Strategic Marketing Management</b>
<ul style="list-style-type: none"> <li>• Alexander Chernav, <i>Strategic management, Eight Edition</i> ,June 2014,Cerebellum press</li> <li>• Richardn m.s Wilson, Collin Gilligan, <i>Strategic marketing management,3rd edition</i>, Elsevier</li> <li>• Subhash .C.Jain, <i>Marketing Strategy, India edition</i>, cengage learning</li> <li>• Sharan Jagpal, <i>Marketng strategy</i>, oxford university press</li> <li>• David A. Aker, <i>Startegic Market Management</i>, John Wiley &amp; Sons, 2001</li> <li>• Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, <i>Marketing Management</i>, Pearson, 13th edition</li> </ul>
<b>Finance for HR Professionals &amp; Compensation Management</b>
<ul style="list-style-type: none"> <li>• Gary Dessler, Biju Varkkey, <i>Human Resource Management</i>, Pearson, 12th edition</li> <li>• Mick Marchington and Adrian Wilkinson, <i>Human Resource Management at Work – People Management and Development- IIIrd Edition</i>,</li> <li>• Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers</li> <li>• Gary Dessler, <i>Framework for HRM, 3rd Edition</i>, Pearson Education</li> <li>• Ashwathappa, <i>Human Resource Management</i></li> <li>• Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, <i>Managing Human Resources – IVth Edition</i>, (Eastern Economy Edition)</li> <li>• Milkovich, George T, Newman J.M, <i>Compensation</i>, Tata Mc Graw Hill.</li> <li>• Henderson, R.O, <i>Compensation Management</i>, Pearson Edition .</li> <li>• BD Singh, <i>Compensation and Reward Management</i>, Excel Books.</li> <li>• Karen Permant, Joe Knight, <i>Financial Intelligence for HR Professionals</i></li> <li>• Sharma A.M, <i>Understanding Wage system</i>, Himalaya Publishing House, Mumbai.</li> </ul>
<b>Strategic Human Resource Management &amp; HR Policies</b>
<ul style="list-style-type: none"> <li>• Michael Armstrong, Angela Baron, <i>Handbook of Strategic HRM</i>, Jaico publishing House</li> <li>• Armstrong M.-<i>Strategic Human Resource Management_ A Guide to Action</i> (2006)</li> <li>• <i>Strategic Human Resource Management</i>, Tanuja Agarwal</li> <li>• <i>Strategic Human Resource Management</i>, Jeffrey A. Mello</li> <li>• Gary Dessler, <i>Human Resource Management</i>, PHI, New Delhi, 2003</li> <li>• Charles R. Greer, <i>Strategic Human Resource Management</i>, Pearson Education, 2003</li> <li>• Rajib Lochan Dhar, <i>Strategic Human Resource Management</i>, Excel Books, NewDelhi, 2008</li> </ul>



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

**Reference Books**

<b>Reference Books</b>
<p><b>Performance Management &amp; Career Planning</b></p> <ul style="list-style-type: none"> <li>• Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers</li> <li>• Armstrong, Michael, Baron, <i>Performance Management</i>, Jaico Publishers</li> <li>• Robert Bacal, <i>Performance Management</i>, McGraw-Hill Education, 2007</li> <li>• T.V. Rao, <i>Performance Management and Appraisal Systems: HR Tools for Global Competitiveness</i>, Response Books, New Delhi, 2007.</li> <li>• Davinder Sharma, <i>Performance Appraisal and Management</i>, Himalaya Publishing House.</li> <li>• A.S. Kohli, T. Deb, <i>Performance Management</i>, Oxford University Press.</li> <li>• Herman Aguinis, <i>Performance Management</i>, Second edition, Pearson Education.</li> </ul>
<p><b>Industrial Relations</b></p> <ul style="list-style-type: none"> <li>• Davar R S: <i>Personnel Management and Industrial Relations in India</i></li> <li>• Mamoria C B: <i>Industrial Relations</i></li> <li>• Charles Myeres: <i>Industrial Relations in India</i></li> <li>• Arun Monappa: <i>Industrial Relations</i></li> <li>• Sharma A M : <i>Industrial Relations</i></li> <li>• Ahuja K K : <i>Industrial Relations Theory and Practice</i></li> <li>• C.S. Vekata Ratnam : <i>Globalisation and Labour-Management Relations</i></li> <li>• Srivastava K D: <i>Laws relating to Trade Unions and Unfair Labour Practice</i></li> <li>• A.M.Sarma: <i>A conceptual and legal frame work</i></li> <li>• Farnham, David and John Pimlot, <i>Understanding Industrial Relations</i>, London: Cassell</li> <li>• Ratna Sen, <i>Industrial Relations in India, Shifting Paradigms</i>, Macmillan India Ltd., New Delhi, 2009.</li> <li>• C.S.Venkata Ratnam, <i>Globalisation and Labour Management Relations</i>, Response Books, 2010.</li> <li>• Srivastava, <i>Industrial Relations and Labour Laws</i>, Vikas, 6 th edition, 2012.</li> <li>• P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. <i>Industrial Relations, Trade Unions and Labour Legislation</i>.</li> <li>• Srivastava, S. C. : <i>Industrial Relations and Labour Laws</i>, Vikas Publishing House Pvt Ltd, New Delhi.</li> <li>• Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini <i>Industrial Relations, Trade Unions and Labour Legislation</i>, Pearson Education, New Delhi.</li> </ul>
<p><b>Talent &amp; Competency Management</b></p> <ul style="list-style-type: none"> <li>• Dessler Gary, <i>A Framework for Human Resource Management</i>, Pearson Publication, 7th Edition.</li> <li>• Dessler Gary, Varkkey Biju, <i>Fundamentals of Human Resource Management</i>, Pearson Publication, 14th Edition</li> <li>• Rao VSP, <i>Human Resource Management</i>, Vikas Publishing, New Delhi</li> <li>• K. Aswathappa – <i>Human Resources and Personnel Management</i>, Tata McGraw Hill</li> <li>• Robbins SP, Timothy A, Judge &amp; Sanghi Seema, <i>Organizational Behaviour</i>, Pearson Education, New Delhi, 13th edition.</li> <li>• Lance A Berger, Dorothy R Berger, <i>Talent Management Hand Book</i>, McGraw Hill</li> <li>• Hasan, M., Singh, A. K., Dhamija, S. (eds.), <i>Talent management in India: Challenges and opportunities</i>, Atlantic Publication</li> <li>• Seema Sanghi: <i>The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations</i>, Sage Publishing</li> </ul>

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

<b>Reference Books</b>
<p><b>Stress Management</b></p> <ul style="list-style-type: none"> <li>• <i>Stress management by Susan R. Gregson</i></li> <li>• <i>Stress management: Leading to Success By B Hiriyappa</i></li> <li>• <i>Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper</i></li> <li>• <i>Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton</i></li> <li>• <i>Stress Management by A. K. Rai</i></li> <li>• <i>Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper</i></li> <li>• <i>Stress Management by Dr. Nivedita</i></li> </ul>
<p><b>Logistics and Supply Chain Management</b></p> <ul style="list-style-type: none"> <li>• <i>David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing &amp; Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics</i></li> <li>• <i>Donald Waters, An Introduction to Supply Chain</i></li> <li>• <i>Martin Christopher, Logistics &amp; Supply Chain Management - Strategies for Reducing Cost &amp; Improving Services</i></li> <li>• <i>Vinod Sople, Logistic Management - The Supply Chain Imperative</i></li> <li>• <i>Donald J Bowersox &amp; David J Closs, Logistic Management - The Integrated Supply Chain Process</i></li> <li>• <i>Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain</i></li> <li>• <i>Donald J. Bowersox &amp; David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education</i></li> <li>• <i>Ronald H Ballou &amp; Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson</i></li> <li>• <i>Donald J Bowersox, David J Closs &amp; M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies</i></li> </ul>
<p><b>Corporate Communication &amp; Public Relations</b></p> <ul style="list-style-type: none"> <li>• <i>Richard R. Dolphin, The Fundamentals of Corporate Communication</i></li> <li>• <i>Joep Cornelissen, Corporate Communications: Theory and Practice</i></li> <li>• <i>James L.Horton,Integrating Corporate Communication:The Cost Effective Use of Message &amp; Medium</i></li> <li>• <i>Sandra Oliver, Handbook of Corporate Communication &amp; Public Relations A Cross-Cultural Approach</i></li> <li>• <i>Rosella Gambetti, Stephen Quigley, Managing Corporate Communication</i></li> <li>• <i>Joseph Fernandez, Corporate Communications: A 21st Century Primer</i></li> <li>• <i>C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication</i></li> <li>• <i>Jaishri Jethwaney, Corporate Communication: Principles and Practice</i></li> </ul>

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

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

## Semester VI

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

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

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

**Elective Courses (EC)**

**Group A: Finance Electives**

**1. International Finance**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Fundamentals of International Finance</b>
	<p><b>a) Introduction to International Finance:</b></p> <ul style="list-style-type: none"> <li>• Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</li> </ul> <p><b>b) Balance of Payment:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</li> </ul> <p><b>c) International Monetary Systems:</b></p> <ul style="list-style-type: none"> <li>• 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 &amp; Flexible Exchange Rate System</li> </ul> <p><b>d) An introduction to Exchange Rates:</b></p> <ul style="list-style-type: none"> <li>• Foreign Bank Note Market, Spot Foreign Exchange Market</li> <li>• Exchange Rate Quotations <ul style="list-style-type: none"> <li>▪ Direct &amp; Indirect Rates</li> <li>▪ Cross Currency Rates</li> <li>▪ Spread &amp; Spread %</li> </ul> </li> <li>• Factors Affecting Exchange Rates</li> </ul>
2	<b>Foreign Exchange Markets, Exchange Rate Determination &amp; Currency Derivatives</b>
	<p><b>a) Foreign Exchange Markets:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions &amp; Settlement Date, Exchange Rate Quotations &amp; Arbitrage, Forward Quotations (Annualized Forward Margin)</li> </ul> <p><b>b) International Parity Relationships &amp; Foreign Exchange Rate:</b></p> <ul style="list-style-type: none"> <li>• Interest Rate Parity, Purchasing Power Parity &amp; Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets &amp; Interest Rates (Domestic &amp; Offshore Markets, Money Market Instruments)</li> </ul> <p><b>c) Currency &amp; Interest Rate Futures:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Currency Options (Option on Spot, Futures &amp; Futures Style Options), Futures Contracts, Markets &amp; the Trading Process, Hedging &amp; Speculation with Interest Rate Futures, Currency Options in India</li> </ul>

SN	Modules/ Units
3	<b>World Financial Markets &amp; Institutions &amp; Risks</b>
	<p><b>a) Euro Currency Bond Markets:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control &amp; Regulation of Euro Bond Market</li> </ul> <p><b>b) International Equity Markets &amp; Investments:</b></p> <ul style="list-style-type: none"> <li>• Introduction to International Equity Market, International Equity Market Benchmarks, Risk &amp; Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR,GDR,IDR</li> </ul> <p><b>c) International Foreign Exchange Markets:</b></p> <ul style="list-style-type: none"> <li>• Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope &amp; Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</li> </ul> <p><b>d) International Capital Budgeting:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</li> </ul>
4	<b>Foreign Exchange Risk, Appraisal &amp; Tax Management</b>
	<p><b>a) Foreign Exchange Risk Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Foreign Exchange Risk Management, Types of Risk, Trade &amp; Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage &amp; Speculation</li> </ul> <p><b>b) International Tax Environment:</b></p> <ul style="list-style-type: none"> <li>• Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</li> </ul> <p><b>c) International Project Appraisal:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>

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

**Elective Courses (EC)**

**Group A: Finance Electives**

**2. Innovative Financial Services**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to Traditional Financial Services</b>
	<p><b>a) Financial Services:</b></p> <ul style="list-style-type: none"> <li>• Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework</li> </ul> <p><b>b) Factoring and Forfaiting:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</li> </ul> <p><b>c) Bill Discounting:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</li> </ul>
2	<b>Issue Management and Securitization</b>
	<p><b>a) Issue Management and Intermediaries:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</li> </ul> <p><b>b) Stock Broking:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading ( Cash and Normal) Derivative Trading</li> </ul> <p><b>c) Securitization:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>
3	<b>Financial Services and its Mechanism</b>
	<p><b>a) Lease and Hire-Purchase:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing.</li> <li>• Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.</li> </ul> <p><b>b) Housing Finance:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>



SN	Modules/ Units
	<p><b>c) Venture Capital:</b> Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>
4	<p><b>Consumer Finance and Credit Rating</b></p>
	<p><b>a) Consumer Finance:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Plastic Money:</b></p> <ul style="list-style-type: none"> <li>• Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario.</li> <li>• Smart Cards- Features, Types, Security Features and Financial Applications</li> </ul> <p><b>c) Credit Rating:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>

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

**Elective Courses (EC)**

**Group A: Finance Electives**

**3. Project Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<p data-bbox="276 208 1034 241"><b>Introduction to Project Management &amp; Project Initiation</b></p> <p data-bbox="276 257 831 291"><b>a) Introduction to Project Management:</b></p> <ul data-bbox="323 306 1409 472" style="list-style-type: none"> <li>• Meaning/Definition of Project &amp; Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</li> </ul> <p data-bbox="276 483 963 517"><b>b) Organizational Structure (Project Organization):</b></p> <ul data-bbox="323 533 1409 651" style="list-style-type: none"> <li>• 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.</li> </ul> <p data-bbox="276 663 563 696"><b>c) Project Initiation:</b></p> <ul data-bbox="323 712 1409 1149" style="list-style-type: none"> <li>• <b>Project Selection</b>-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection ( Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection</li> <li>• <b>Project Manager</b>-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager</li> <li>• <b>Project Planning</b>-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling</li> </ul>
2	<p data-bbox="276 1176 655 1209"><b>Analyzing Project Feasibility</b></p> <p data-bbox="276 1225 691 1258"><b>a) Project Feasibility Analysis:</b></p> <ul data-bbox="323 1274 1409 1485" style="list-style-type: none"> <li>• Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility</li> <li>• Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility</li> <li>• SWOT Analysis ( Environment Impact Assessment, Social Cost Benefit Analysis)</li> </ul> <p data-bbox="276 1496 552 1529"><b>b) Market Analysis:</b></p> <ul data-bbox="323 1545 1409 1621" style="list-style-type: none"> <li>• Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</li> </ul> <p data-bbox="276 1632 579 1666"><b>c) Technical Analysis:</b></p> <ul data-bbox="323 1682 1409 1758" style="list-style-type: none"> <li>• Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</li> </ul> <p data-bbox="276 1769 612 1803"><b>d) Operational Analysis:</b></p> <ul data-bbox="323 1818 1409 1937" style="list-style-type: none"> <li>• Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning &amp; Control, Material Management - Work Study &amp; Method Study, Lean Operations</li> </ul>

SN	Modules/ Units
3	<b>Budgeting, Cost &amp; Risk Estimation in Project Management</b>
	<p><b>a) Funds Estimation in Project:</b></p> <ul style="list-style-type: none"> <li>• Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets &amp; Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</li> </ul> <p><b>b) Risk Management in Projects:</b></p> <ul style="list-style-type: none"> <li>• What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis &amp; Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</li> </ul> <p><b>c) Cost Benefit Analysis in Projects</b></p> <ul style="list-style-type: none"> <li>• Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</li> </ul>
4	<b>New Dimensions in Project Management</b>
	<p><b>a) Modern Development in Project Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</li> </ul> <p><b>b) Project Monitoring &amp; Controlling:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Project Monitoring &amp; Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</li> </ul> <p><b>c) Project Termination &amp; Solving Project Management Problems:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review &amp; Administrative Aspects, Execution Tools for Closing of Projects</li> </ul>

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

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

**4. Strategic Financial Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Dividend Decision and XBRL</b>
	<p><b>a) Dividend Decision:</b></p> <ul style="list-style-type: none"> <li>• Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy</li> </ul> <p><b>b) XBRL:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Advantages and Disadvantages, Features and Users</li> </ul>
2	<b>Capital Budgeting and Capital Rationing</b>
	<p><b>a) Capital Budgeting:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>b) Capital Rationing:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Advantages, Disadvantages, Practical Problems</li> </ul>
3	<b>Shareholder Value and Corporate Governance/Corporate Restructuring</b>
	<p><b>a) Shareholder Value and Corporate Governance:</b></p> <ul style="list-style-type: none"> <li>• Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India</li> </ul> <p><b>b) Corporate Restructuring:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
4	<b>Financial Management in Banking Sector and Working Capital Financing</b>
	<p><b>a) Financial Management in Banking Sector:</b></p> <ul style="list-style-type: none"> <li>• An Introduction, Classification of Investments, NPA &amp; their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances</li> </ul> <p><b>b) Working Capital Financing:</b></p> <ul style="list-style-type: none"> <li>• Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
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with effect from the Academic Year 2018-2019**

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

**5. Financing Rural Development**

**Modules at a Glance**

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

**Objectives**

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

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



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

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

**6. Indirect Taxes**

**Modules at a Glance**

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

**Objectives**

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

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

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

**Elective Courses (EC)**

**Group B: Marketing Electives**

**1. Brand Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to Brand Management</b>
	<p><b>a) Introduction to Brand Management:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>
2	<b>Planning and Implementing Brand Marketing Programs</b>
	<p><b>a) Planning and Implementing Brand Marketing Programs:</b></p> <ul style="list-style-type: none"> <li>• Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements</li> <li>• Integrating Marketing Programs and Activities</li> <li>• Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing</li> <li>• Product Strategy: Perceived Quality and Relationship Marketing</li> <li>• Pricing Strategy: Setting Prices to Build Brand Equity</li> <li>• Channel Strategy: Direct, Indirect Channels</li> <li>• Promotion Strategy: Developing Integrated Marketing Communication Programs</li> <li>• Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.</li> </ul>
3	<b>Measuring and Interpreting Brand Performance</b>
	<p><b>a) The Brand Value Chain</b></p> <p><b>b) Measuring Sources of Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• <b>Qualitative Research Techniques:</b> Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association</li> <li>• <b>Quantitative Research Techniques:</b> Brand Awareness: Recognition, Recall, Brand Image, Brand Responses</li> </ul> <p><b>c) Young and Rubicam's Brand Asset Valuator</b></p> <p><b>d) Measuring Outcomes of Brand Equity</b></p> <ul style="list-style-type: none"> <li>• <b>Comparative Methods:</b> Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</li> <li>• <b>Holistic Methods:</b> Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology</li> </ul>

<b>4</b>	<b>Growing and Sustaining Brand Equity</b>
	<p><b>a) Designing &amp; Implementing Branding Strategies:</b></p> <ul style="list-style-type: none"> <li>• <b>Brand Architecture:</b> Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy</li> <li>• <b>Brand Hierarchy:</b> Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels</li> <li>• <b>Cause Marketing to Build Brand Equity:</b> Meaning of Cause Marketing, Advantages, Green Marketing</li> </ul> <p><b>b) Brand Extensions:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</li> </ul> <p><b>c) Managing Brands over Time:</b></p> <ul style="list-style-type: none"> <li>• Reinforcing Brands, Revitalising Brands</li> </ul> <p><b>d) Building Global Customer Based Brand Equity</b></p>

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

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

**2. Retail Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<p data-bbox="277 208 727 241"><b>Retail Management- An overview</b></p> <p data-bbox="277 259 600 293"><b>a) Retail Management:</b></p> <ul data-bbox="325 309 1406 383" style="list-style-type: none"> <li>• Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</li> </ul> <p data-bbox="277 398 528 432"><b>b) Retail Formats:</b></p> <ul data-bbox="325 445 1406 566" style="list-style-type: none"> <li>• Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations</li> </ul> <p data-bbox="277 580 708 613"><b>c) Emerging Trends in Retailing</b></p> <ul data-bbox="325 627 1406 974" style="list-style-type: none"> <li>• Impact of Globalization on Retailing</li> <li>• I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</li> <li>• FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</li> <li>• Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</li> <li>• Green Retailing</li> <li>• Airport Retailing</li> </ul>
2	<p data-bbox="277 996 759 1030"><b>Retail Consumer and Retail Strategy</b></p> <p data-bbox="277 1048 679 1081"><b>a) Retail Consumer/Shopper:</b></p> <ul data-bbox="325 1095 1406 1216" style="list-style-type: none"> <li>• Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</li> </ul> <p data-bbox="277 1232 512 1265"><b>b) CRM in Retail:</b></p> <ul data-bbox="325 1279 1310 1400" style="list-style-type: none"> <li>• Meaning, Objectives</li> <li>• Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</li> </ul> <p data-bbox="277 1415 528 1449"><b>c) Retail Strategy:</b></p> <ul data-bbox="325 1462 1198 1496" style="list-style-type: none"> <li>• Meaning, Steps in Developing Retail Strategy, Retail Value Chain</li> </ul> <p data-bbox="277 1512 655 1545"><b>d) Store Location Selection:</b></p> <ul data-bbox="325 1559 1286 1592" style="list-style-type: none"> <li>• Meaning, Types of Retail Locations, Factors Influencing Store Location</li> </ul> <p data-bbox="277 1608 512 1641"><b>e) HRM in Retail:</b></p> <ul data-bbox="325 1655 1406 1809" style="list-style-type: none"> <li>• Meaning, Significance, Functions</li> <li>• 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</li> </ul>

SN	Modules/ Units
3	<b>Merchandise Management and Pricing</b>
	<p><b>a) Merchandise Management</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Buying Function:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>c) Concept of Lifestyle Merchandising</b></p> <p><b>d) Private Label</b></p> <ul style="list-style-type: none"> <li>• Meaning, Need and Importance, Private Labels in India</li> </ul> <p><b>e) Retail Pricing</b></p> <ul style="list-style-type: none"> <li>• Meaning, Considerations in Setting Retail Pricing</li> <li>• 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</li> <li>• Variable Pricing and Price Discrimination- Meaning Types: <ul style="list-style-type: none"> <li>▪ Individualized Variable Pricing/First Degree Price</li> <li>▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing</li> <li>▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination</li> </ul> </li> </ul>
4	<b>Managing and Sustaining Retail</b>
	<p><b>a) Retail Store Operations:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff)</li> </ul> <p><b>b) Store Design and Layout:</b></p> <ul style="list-style-type: none"> <li>• Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics</li> <li>• Store Layout- Meaning, Types: Grid, Racetrack, Free Form</li> <li>• Signage and Graphics: Meaning, Significance, Concept of Digital Signage</li> <li>• Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</li> </ul>



SN	Modules/ Units
	<p><b>c) Visual Merchandising and Display:</b></p> <ul style="list-style-type: none"> <li>• Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</li> <li>• The Concept of Planogram</li> <li>• Display- Meaning, Methods of Display, Errors in Creating Display</li> </ul> <p><b>d) Mall Management</b></p> <ul style="list-style-type: none"> <li>• Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</li> </ul> <p><b>e) Legal and Ethical Aspects of Retailing</b></p> <ul style="list-style-type: none"> <li>• Licenses/Permissions Required to Start Retail Store in India</li> <li>• Ethical Issues in Retailing</li> </ul> <p><b>Career Options in Retailing</b></p>

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

**Elective Courses (EC)**

**Group B: Marketing Electives**

**3. International Marketing**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Introduction to International Marketing &amp; Trade</b>
	<p><b>a) Introduction of International Marketing:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Introduction to International Trade:</b></p> <ul style="list-style-type: none"> <li>• Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</li> </ul>
2	<b>International Marketing Environment and Marketing Research</b>
	<p><b>a) International Marketing Environment:</b></p> <ul style="list-style-type: none"> <li>• Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)</li> <li>• 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.</li> <li>• 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)</li> </ul> <p><b>b) Marketing Research:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research</li> </ul>
3	<b>International Marketing Mix</b>
	<p><b>a) International Product Decision</b></p> <ul style="list-style-type: none"> <li>• International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning</li> </ul>

SN	Modules/ Units
	<p><b>b) International Pricing Decision:</b></p> <ul style="list-style-type: none"> <li>• Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing</li> <li>• International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing</li> <li>• International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing</li> <li>• International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</li> </ul> <p><b>c) International Distribution Decisions</b></p> <ul style="list-style-type: none"> <li>• Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel</li> </ul> <p><b>d) International Promotion Decisions</b></p> <ul style="list-style-type: none"> <li>• Concept of International Promotion Decision</li> <li>• Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness</li> <li>• Standardization V/S Adaptation of International Promotional Strategies</li> <li>• International Promotional Tools/Elements</li> </ul>
4	<b>Developments in International Marketing</b>
	<p><b>a) Introduction -Developing International Marketing Plan:</b></p> <ul style="list-style-type: none"> <li>• Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan</li> </ul> <p><b>b) International strategies:</b></p> <ul style="list-style-type: none"> <li>• Need for International Strategies, Types of International Strategies</li> </ul> <p><b>c) International Marketing of Services</b></p> <ul style="list-style-type: none"> <li>• Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture</li> </ul>

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

**Elective Courses (EC)**

**Group B: Marketing Electives**

**4. Media Planning and Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Overview of Media and Media Planning</b>
	<p><b>a) Overview of Media and Media Planning:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Media &amp; Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning</li> </ul> <p><b>b) Media Research:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Role and Importance</li> <li>• Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey</li> </ul>
2	<b>Media Mix and Media Strategy</b>
	<p><b>a) Media Mix:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b>b) Media Choices:</b></p> <ul style="list-style-type: none"> <li>• <b>Print Meaning-</b> Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations</li> <li>• <b>Television-</b> Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations</li> <li>• <b>Radio-</b> Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations</li> <li>• <b>Out of Home (OOH)-</b> Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</li> </ul> <p><b>c) Emerging Media:</b></p> <ul style="list-style-type: none"> <li>• Online, Mobile, Gaming, In flight, In Store, Interactive Media</li> </ul> <p><b>d) Media Strategy:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components</li> <li>• Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</li> </ul>

SN	Modules/ Units
3	<b>Media Budgeting, Buying &amp; Scheduling</b>
	<p><b>a) Media Budget</b></p> <ul style="list-style-type: none"> <li>• Meaning</li> <li>• Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase</li> <li>• Importance of Media Budget.</li> <li>• Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate &amp; Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency &amp; Reach Method &amp; Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</li> </ul> <p><b>b) Media Buying:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Role of Media Buyer, Objectives of Media Buying,</li> <li>• Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy</li> <li>• Buying brief: Concept &amp; Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback</li> <li>• Criteria in Media Buying</li> </ul> <p><b>c) Media Scheduling</b></p> <ul style="list-style-type: none"> <li>• Meaning, Importance</li> <li>• Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group.</li> <li>• Scheduling Patterns – Continuity, Flighting, Pulsing</li> <li>• Scheduling Strategies for Creating Impact: Road Block , Day or Day part</li> <li>• Emphasis, Multiple Spotting, Teasers</li> </ul>

SN	Modules/ Units
4	Developments in International Marketing
	<p><b>a) Media Measurement:</b></p> <ul style="list-style-type: none"> <li>• <b>Basic Metrics:</b> Reach, Cumulative/Frequency Reach, Discrete &amp; Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach</li> <li>• <b>Television Metrics:</b> Dairy v/s Peoplemeter,TRP,/TVR, Program Reach &amp; Time Spent, Stickiness Index, Ad Viewership</li> <li>• <b>Radio Metrics:</b> Arbitron Radio Rating</li> <li>• <b>Print Metrics:</b> Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader.</li> <li>• <b>OOH Metrics:</b> Traffic Audit Bureau (TAB)</li> </ul> <p><b>b) Benchmarking Metrics:</b></p> <ul style="list-style-type: none"> <li>• Share, Profile, and Selectivity Index</li> </ul> <p><b>c) Plan Metrics:</b></p> <ul style="list-style-type: none"> <li>• Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).</li> </ul> <p><b>d) Evaluating Media Buys</b></p> <ul style="list-style-type: none"> <li>• <b>Evaluating Television Media Buying:</b> 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</li> <li>• <b>Evaluating Print Media Buying:</b> Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations.</li> <li>• <b>Evaluating Other Media Buys:</b> Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</li> </ul>



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

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

**5. Sports Marketing**

**Modules at a Glance**

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

**Objectives**

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

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

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

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

**6. Marketing of Non-Profit Organisation**

**Modules at a Glance**

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

**Objectives**

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

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

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**1. HRM in Global Perspective**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>International HRM – An Overview</b>
	<p><b>a) International HRM – An Overview:</b></p> <ul style="list-style-type: none"> <li>• International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions</li> <li>• Difference between International HRM and Domestic HRM</li> <li>• Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric</li> <li>• Limitations to IHRM</li> <li>• Qualities of Global Managers</li> <li>• Organizational Dynamics and IHRM</li> <li>• Components of IHRM- Cross Cultural Management and Comparative HRM</li> <li>• Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers</li> <li>• Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM</li> <li>• Managing Diversity in Workforce</li> <li>• Dealing with Cultural Shock</li> </ul>
2	<b>Global HRM Functions</b>
	<p><b>a) Global HRM Functions:</b></p> <ul style="list-style-type: none"> <li>• International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce</li> <li>• International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation</li> <li>• HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training</li> <li>• International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management</li> <li>• Motivation and Reward System- Meaning, Benchmarking Global Practices</li> <li>• International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR</li> </ul>

SN	Modules/ Units
3	<b>Managing Expatriation and Repatriation</b>
	<p><b>a) Managing Expatriation and Repatriation</b></p> <ul style="list-style-type: none"> <li>• Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)</li> <li>• Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers</li> <li>• Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates</li> </ul>
4	<b>International HRM Trends and Challenges</b>
	<p><b>a) International HRM Trends and Challenges:</b></p> <ul style="list-style-type: none"> <li>• Emerging Trends in IHRM</li> <li>• Off Shoring – Meaning, Importance, Off Shoring and HRM in India</li> <li>• 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</li> <li>• Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World</li> <li>• HR in MNCs – Industrial Relations in MNCs</li> <li>• Role of Technology on IHRM</li> <li>• IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization</li> <li>• Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM</li> <li>• Knowledge Management and IHRM</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**2. Organisational Development**

**Modules at a Glance**

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

**Objectives**

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



SN	Modules/ Units
1	<b>Organisational Development – An Overview</b>
	<p><b>a) Organisational Development – An Overview:</b></p> <ul style="list-style-type: none"> <li>• Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance</li> <li>• Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD</li> <li>• OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner</li> <li>• Emerging Trends in OD</li> <li>• OD in Global Setting</li> </ul>
2	<b>Organisational Diagnosis, Renewal and Change</b>
	<p><b>a) Organisational Diagnosis, Renewal and Change:</b></p> <ul style="list-style-type: none"> <li>• Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis</li> <li>• Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development</li> <li>• Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change</li> <li>• Change Agents- Meaning, Features, Types, Role, Skills required</li> </ul>
3	<b>OD Interventions</b>
	<p><b>a) Managing Expatriation and Repatriation</b></p> <ul style="list-style-type: none"> <li>• OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions</li> <li>• Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention</li> <li>• Techniques of OD Intervention : <ul style="list-style-type: none"> <li>▪ Traditional: Sensitive Training, Grid Training, Survey Feedback.</li> <li>▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis</li> </ul> </li> <li>• Evaluation of OD Interventions : Process, Types, Methods, Importance</li> </ul>

SN	Modules/ Units
4	OD Effectiveness
	<p><b>a) OD Effectiveness:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Values in OD – Meaning, Professional Values, Value Conflict and Dilemma</li> <li>• Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals</li> <li>• Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**3. HRM in Service Sector Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Service Sector Management- An Overview</b>
	<p><b>a) Service Sector Management- An Overview:</b></p> <ul style="list-style-type: none"> <li>• <b>Services</b> - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location</li> <li>• <b>Service Sector Management</b> – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector</li> <li>• <b>Service Organization</b> - Importance of Layout and Design of Service Organization, Servicescape</li> <li>• <b>Service Culture in Organization</b> – Meaning, Developing Service Culture in Organization</li> <li>• <b>Relationship Marketing</b> – Meaning, Need and Importance in Service Sector Organizations, Six Market Model</li> <li>• Role of Service Employee</li> <li>• <b>Role of Customers in Service Process</b>– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors</li> <li>• <b>Service Encounter and Moment of Truth</b> –Meaning, Nature, Elements of Service Encounter</li> </ul>
2	<b>Managing Human Element in Service Sector</b>
	<p><b>a) Managing Human Element in Service Sector:</b></p> <ul style="list-style-type: none"> <li>• <b>Human Element in Service Sector</b> – Introduction, Role and Significance</li> <li>• The Services Triangle</li> <li>• <b>Front Line Employees /Boundary Spanners</b>– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict</li> <li>• <b>Emotional Labour</b> – Meaning, Strategies for Managing Emotional Labour</li> <li>• <b>Recruitment in Service Sector</b>– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector</li> <li>• <b>Selection of Employees in Service Sector</b> – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing</li> <li>• Develop People to Deliver Service Quality</li> <li>• Compensating Employees in Service Sector</li> <li>• Motivating Employees for Services</li> <li>• <b>Empowerment of Service Workers</b> – Meaning, Advantages and Limitations</li> </ul>

SN	Modules/ Units
3	<b>Issues and Challenges of HR in Service Sector</b>
	<p><b>a) Issues and Challenges of HR in Service Sector:</b></p> <ul style="list-style-type: none"> <li>• <b>Quality Issues in Services:</b> Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps</li> <li>• <b>Delivering Services through Agents and Brokers</b> - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers</li> <li>• <b>HRM in Public Sector Organizations and Non – Profit Sector in India</b></li> <li>• <b>Issues and Challenges of HR in Specific Services:</b> <ul style="list-style-type: none"> <li>▪ Business and Professional Services: Banking and Insurance, Legal, Accountancy</li> <li>▪ Infrastructure: Roads, Railways, Power</li> <li>▪ Public Services: Police, Defense, Disaster Management</li> <li>▪ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs</li> <li>▪ Personnel Services: Education, Health Care, Hotels</li> </ul> </li> <li>• Social and Charitable Services</li> </ul>
4	<b>HRP Evaluation, Attrition, Retention &amp; Globalization</b>
	<p><b>a) HRP Evaluation, Attrition, Retention &amp; Globalization:</b></p> <ul style="list-style-type: none"> <li>• <b>Human Resource Planning Evaluation in Service Sector</b> – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector</li> <li>• <b>Service Leadership</b> – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model</li> <li>• <b>Attrition in Service Sector</b> –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success</li> <li>• <b>Retaining the Best People in Service Sector</b> – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers</li> <li>• <b>Globalization of Services-</b> Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness</li> </ul>

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

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

**4. Workforce Diversity**

**Modules at a Glance**

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

**Objectives**

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

Sr. No.	Modules / Units
1	<b>Workforce Diversity - An Overview</b>
	<ul style="list-style-type: none"> <li>• Meaning of Workforce</li> <li>• Workforce Diversity - Meaning, Features and Significance</li> <li>• Dimensions of Workforce Diversity</li> <li>• Advantages and Limitations of having a diverse workforce</li> <li>• Positive and Negative effects of workforce diversity in workplace</li> </ul>
2	<b>Workforce Diversity and HRM Functions</b>
	<ul style="list-style-type: none"> <li>• Steps to Recruiting and Retaining a Diverse Workforce</li> <li>• Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance</li> <li>• Role of Recruiter in Hiring Diversified Workforce</li> <li>• Workforce Diversity – Key to Organizational Performance</li> <li>• Workforce Diversity as a Determinant of Sustainable Competitive Advantage</li> </ul>
3	<b>Strategies to Manage Diversity</b>
	<ul style="list-style-type: none"> <li>• Organizational Strategies for Managing Workforce Diversity –Workplace Inclusion Strategies through Corporate Leadership, Diversity Training and Mentoring</li> <li>• Diversity Management Programmes - Concept</li> <li>• Corporate Culture and Diversity at workplace</li> <li>• Techniques of Managing Work Force Diversity</li> <li>• Approaches to Diversity Management System</li> </ul>
4	<b>Issues in Managing Diversity and Recent Trends</b>
	<ul style="list-style-type: none"> <li>• Best Practices in Achieving Workforce Diversity</li> <li>• Diversity and Multi-culturism</li> <li>• Global workforce diversity management</li> <li>• Recent Trends of Diversity</li> <li>• Role of Technology in Handling Workforce Diversity</li> <li>• Workforce Diversity Management for Creativity and Innovation</li> <li>• Ethical and Legal Issues in Managing Diversity</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**5. Human Resource Accounting & Auditing**

**Modules at a Glance**

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

**Objectives**

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



Sr. No.	Modules / Units
<b>1</b>	<b>Human Resource Accounting: An Overview</b>
	<ul style="list-style-type: none"> <li>• Human Resource Accounting – Meaning, Need and Objectives of HR Accounting</li> <li>• Historical Development of Human Resource Accounting,</li> <li>• Cost of Human Resource - Acquisition Cost, Training and Development Cost and additional Cost</li> <li>• Benefits and Limitations of Human Resource Accounting</li> <li>• Reporting of Human Resource Accounting at National Levels</li> <li>• Disclosures at International Level</li> </ul>
<b>2</b>	<b>Methods and Human Resource Accounting Practices in India</b>
	<ul style="list-style-type: none"> <li>• <b>Methods of Human Resource Accounting:</b> <ol style="list-style-type: none"> <li><b>1. Cost of Production Approach - Concept</b> <ol style="list-style-type: none"> <li>i. Historical Cost Model – Meaning, Advantages and Limitations</li> <li>ii. Replacement Cost Model – Meaning, Advantages and Limitations</li> <li>iii. Opportunity Cost - – Meaning, Advantages and Limitations</li> </ol> </li> <li><b>2. Capitalized Earnings Approach - Concept</b> <ol style="list-style-type: none"> <li>i. Economic Value Model - Meaning, Advantages and Limitations</li> <li>ii. Capitalization of Salary - Meaning, Advantages and Limitations</li> </ol> </li> </ol> </li> <li>• <b>Statutory Provisions governing HR accounts</b></li> <li>• <b>Human Resource Accounting Practices in India</b></li> </ul>
<b>3</b>	<b>Human Resource Audit: An Overview</b>
	<ul style="list-style-type: none"> <li>• Human Resource Audit - Meaning, Features, Objectives of HR Audit</li> <li>• Benefits and limitations of HR Audit</li> <li>• Need and Significance of HR Audit</li> <li>• Process of HR Audit</li> <li>• Approaches of HR Audit</li> <li>• Principles of Effective HR Auditing</li> <li>• Role of HR Auditor</li> <li>• Methods of conducting HR Audit – Interview, Workshop, Observation, Questionnaire.</li> <li>• Components of HR Audit</li> <li>• HR Audit and Workforce Issues : Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System</li> </ul>
<b>4</b>	<b>HR Audit for Legal Compliance and Safe Business Practices</b>
	<ul style="list-style-type: none"> <li>• Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices</li> <li>• HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development Audit as an Intervention</li> <li>• Human Resource Audit and Business Linkages</li> <li>• 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.</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**6. Indian Ethos in Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<b>Indian Ethos – An Overview</b>
	<p><b>a) Indian Ethos</b></p> <ul style="list-style-type: none"> <li>• Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices</li> </ul> <p><b>b) Management Lessons from Scriptures:</b></p> <ul style="list-style-type: none"> <li>• Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra</li> </ul> <p>Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management</p>
2	<b>Work Ethos and Values</b>
	<p><b>a) Work Ethos:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos</li> </ul> <p><b>b) Values:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society.</li> <li>• Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture</li> </ul>
3	<b>Stress Management</b>
	<p><b>a) Stress Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress</li> </ul> <p><b>b) Stress Management Techniques:</b></p> <ul style="list-style-type: none"> <li>• Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance</li> </ul> <p><b>c) Leadership:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta</li> </ul> <p><b>d) Motivation:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Indian Approach to Motivation, Techniques</li> </ul>

SN	Modules/ Units
4	Indian Systems of Learning
	<p><b>a) Learning: Meaning, Mechanisms</b></p> <ul style="list-style-type: none"> <li>• Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages</li> <li>• Modern System of Learning: Meanings, Features, Advantages, Disadvantages</li> <li>• Karma: Meaning, Importance of Karma to Managers, Nishkama Karma</li> <li>• Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection</li> <li>• Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma</li> <li>• Self-Management: Personal growth and Lessons from Ancient Indian Education System</li> <li>• Personality Development: Meaning, Determinants, Indian Ethos and Personality Development</li> </ul>

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

**Core Course (CC)**

**5. Operations Research**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	Introduction to Operations Research and Linear Programming
	<p><b>a) Introduction To Operations Research</b></p> <ul style="list-style-type: none"> <li>• Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</li> </ul> <p><b>b) Linear Programming Problems: Introduction and Formulation</b></p> <ul style="list-style-type: none"> <li>• Introduction to Linear Programming</li> <li>• Applications of LP</li> <li>• Components of LP</li> <li>• Requirements for Formulation of LP Problem</li> <li>• Assumptions Underlying Linear Programming</li> <li>• Steps in Solving LP Problems</li> <li>• LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</li> </ul> <p><b>c) Linear Programming Problems: Graphical Method</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z)</li> <li>• Two Decision Variables and Maximum Three Constraints Problem</li> <li>• Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.</li> <li>• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</li> </ul> <p><b>d) Linear Programming Problems: Simplex Method</b></p> <ul style="list-style-type: none"> <li>• Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems.</li> <li>• Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)</li> <li>• All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)</li> <li>• Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Surplus Variable, Artificial Variable and Duality to be covered only at <u>Conceptual</u> level for Theory Questions only and not included in Numerical.</li> <li>2. Sensitivity Analysis including Profit Range and Capacity Range is not included.</li> </ol>

SN	Modules/ Units
2	Assignment and Transportation Models
	<p><b>a) Assignment Problem – Hungarian Method</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced Problems.</li> <li>• Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Assignment Problems.</li> <li>• Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Travelling Salesman Assignment Problem is not included.</li> </ol> <p><b>b) Transportation Problems</b></p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced problems.</li> <li>• Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Transportation Problems.</li> <li>• <u>Initial Feasible Solution</u> (IFS) by: <ol style="list-style-type: none"> <li>a. North West Corner Rule (NWCR)</li> <li>b. Least Cost Method (LCM)</li> <li>c. Vogel’s Approximation Method (VAM)</li> </ol> </li> <li>• Maximum 5 x 5 Transportation Matrix.</li> <li>• Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and <math>\Delta</math>)</li> <li>• <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS.</li> </ul> <p><b>Note:</b></p> <ol style="list-style-type: none"> <li>1. Production Scheduling Problem is not included.</li> <li>2. Time Minimization Problem is not included.</li> <li>3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.</li> </ol>

SN	Modules/ Units
3	<b>Network Analysis</b>
	<p><b>a) Critical Path Method (CPM)</b></p> <ul style="list-style-type: none"> <li>• Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity,</li> <li>• Construction of a Network Diagram. Node Relationship and Precedence Relationship.</li> <li>• Principles of Constructing Network Diagram.</li> <li>• Use of Dummy Activity</li> <li>• Numerical Consisting of Maximum Ten ( 10) Activities.</li> <li>• Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time.</li> <li>• Forward Pass and Backward Pass Methods.</li> <li>• Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float</li> </ul> <p><b>b) Project Crashing</b></p> <ul style="list-style-type: none"> <li>• Meaning of Project Crashing.</li> <li>• Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity.</li> <li>• Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs.</li> <li>• Time – Cost Trade off in Project Crashing.</li> <li>• Optimal (Minimum) Project Cost and Optimal Project Completion Time.</li> <li>• Process of Project Crashing.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Numerical based on Maximum Four (04) Iterations of Crashing</li> </ul> <p><b>c) Program Evaluation and Review Technique (PERT)</b></p> <ul style="list-style-type: none"> <li>• Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b).</li> <li>• Expected Time (te) of an Activity Using Three Time Estimates.</li> <li>• Difference between CPM and PERT.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Construction of PERT Network using tevalues of all Activities.</li> <li>• Mean (Expected) Project Completion Time.</li> <li>• Standard Deviation and Variance of Activities.</li> <li>• Project Variance and Project Standard Deviation.</li> <li>• ‘Prob. Z’ Formula.</li> <li>• Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique.</li> <li>• Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>



SN	Modules/ Units
4	<b>Job Sequencing and Theory of Games</b>
	<p><b>a) Job Sequencing Problem</b></p> <ul style="list-style-type: none"> <li>• Processing Maximum 9 Jobs through Two Machines only.</li> <li>• Processing Maximum 6 Jobs through Three Machines only.</li> <li>• Calculations of Idle Time, Elapsed Time etc.</li> </ul> <p><b>b) Theory of Games</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</li> <li>• Types of Games.</li> <li>• Numericals based on: <ul style="list-style-type: none"> <li>▪ Two Person Zero Sum Games including strictly determinable and Fair Game <ul style="list-style-type: none"> <li>- Pure Strategy Games (Saddle Point available). Principles of Dominance method.</li> </ul> </li> </ul> </li> </ul>

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

**Reference Books**

<b>Reference Books</b>
<b>International Finance</b>
<ul style="list-style-type: none"> <li>• P G Apte, <i>International Financial Management, 5th Edition, The McGraw Hill</i></li> <li>• Cheol . S. Eun &amp; Bruce G. Resnick, <i>International Finance Management</i></li> <li>• Maurice D. Levi, <i>International Finance – Special Indian Edition</i></li> <li>• Prakash G. Apte, <i>International Finance – A Business Perspective</i></li> <li>• V A. Aadhani, <i>International Finance</i></li> </ul>
<b>Innovative Financial Services</b>
<ul style="list-style-type: none"> <li>• IM Pandey, <i>Financial Management, Vikas Publishing House Ltd.</i></li> <li>• Khan M.Y., <i>Financial Services, Mc Graw Hill Education.</i></li> <li>• Dr.S.Gurusamy, <i>Financial Services, Vijay Nicole Imprints.</i></li> <li>• <i>Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House</i></li> </ul>
<b>Project Management</b>
<ul style="list-style-type: none"> <li>• Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling &amp; Controlling</i></li> <li>• Jack.R.Meredith &amp; Samuel.J.Mantel, Jr.,<i>Project Management – A Managerial Approach</i></li> <li>• Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation &amp; Control</i></li> </ul>
<b>Strategic Financial Management</b>
<ul style="list-style-type: none"> <li>• C. Paramasivan&amp; T. Subramanian, <i>Financial Management</i></li> <li>• IM Pandey, <i>Financial Management</i></li> <li>• Ravi Kishor, <i>Financial Management</i></li> <li>• Khan &amp; Jain, <i>Financial Management</i></li> <li>• Van Horne &amp; Wachowiz, <i>Fundamentals of Financial Management</i></li> <li>• Prasanna Chandra, <i>Strategic Financial Management</i></li> </ul>
<b>Financing Rural Development</b>
<ul style="list-style-type: none"> <li>• <i>Rural Banking – IIB Macmillan</i></li> <li>• <i>MicroFinance Perspective and Finance - IIB Macmillan</i></li> <li>• <i>MSME in India – Taxman</i></li> </ul>
<b>Indirect Taxes</b>
<ul style="list-style-type: none"> <li>• <i>GST Bare Act 2017</i></li> <li>• <i>GST Law &amp; Practice - V.S Datey (6th Edition)</i></li> <li>• <i>GST Laws – National Academy of Customs, Indirect Tax</i></li> </ul>
<b>Brand Management</b>
<ul style="list-style-type: none"> <li>• Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i></li> <li>• Keller Kevin Lane, <i>Strategic Brand Management-2008</i></li> <li>• Elliot, Richard, <i>Strategic Brand Management-2008</i></li> <li>• Kapferer, Jean-Noel, <i>Strategic Brand Management-2000</i></li> <li>• Kishen, Ram, <i>Strategic Brand Management- 2013</i></li> <li>• Keller Kevin Lane, <i>Strategic Brand Management 4e-2015</i></li> </ul>

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

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

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

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<p><b>Sports Marketing</b></p> <ul style="list-style-type: none"> <li>• <i>Phil Schaaf -Sports Marketing - It's not just a game anymore .</i></li> <li>• <i>Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author) - Sport Marketing</i></li> <li>• <i>Larry DeGaris- Sports Marketing: A Practical Approach February 2015</i></li> <li>• <i>Matthew D.Shank and Mark R. Lyberger, Sports Marketing: A Strategic Perspective, 5th edition3 October 2014</i></li> <li>• <i>David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen &amp; Unwin, 2009 (3rd edition), Strategic Sport Marketing</i></li> </ul>
<p><b>Marketing of Non-Profit Organisation</b></p> <ul style="list-style-type: none"> <li>• <i>Philip Kotler &amp; Alan R Andersen, Strategic Marketing for nonprofit organization, 07th Edition, 2008, Prentice Hall.</i></li> <li>• <i>Banies, Fill &amp; Rosengren (2016), Marketing, Oxford University Press.</i></li> <li>• <i>TCC Group &amp; The California Endowment Fund, what makes an effective advocacy organization – A framework for determining advocacy capacity, June 2009, TCC Group.</i></li> <li>• <i>Global CSR Summit, A study by Ernst &amp; Young and PHD Chamber, 2013.</i></li> <li>• <i>PWC &amp; CII, Handbook on Corporate Social responsibility, 2013, CII Development Initiative Council.</i></li> <li>• <i>Sahu Pani, Non- Governmental Organisations Development Actors, 2010, Himalaya Publishing, New Delhi</i></li> <li>• <i>O.P.Goel, Strategic Management &amp; Policy issues of NGO's, 2004, Isha Books, Delhi</i></li> <li>• <i>B.R., Nanda, NGO Management, 2010, Surendra Publications, New Delhi</i></li> <li>• <i>Snehlata Chnadra,,Guidelines for NGOs Management in India, 2003, Kanishka Publishers, Distributors, New Delhi</i></li> <li>• <i>Shilaja Nagendra, Voluntary Organisations &amp; Social Work,2007, Oxford Book Company, Jaipur</i></li> </ul>
<p><b>HRM in Global Perspective</b></p> <ul style="list-style-type: none"> <li>• <i>Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning</i></li> <li>• <i>P. L. Rao: International Human Resource Management, Text and Cases, Excel Books</i></li> <li>• <i>Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.</i></li> <li>• <i>Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press</i></li> <li>• <i>A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College</i></li> <li>• <i>Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.</i></li> <li>• <i>Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press</i></li> <li>• <i>S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers</i></li> </ul>

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

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<p><b>Organisational Development</b></p> <ul style="list-style-type: none"> <li>• Dr. Mrs. Anjali Ghanekar, <i>Essentials of Organisation Development</i>, Everest Publishing House</li> <li>• French, W.L. and Bell, C.H., <i>Organisation Development</i>, Prentice-Hall, New Delhi, 1995.</li> <li>• Harvey, D.F. and Brown, D.R., <i>An Experimental Approach to Organization Development</i>, Prentice-Hall, Englewood Cliffs, N.J., 1990</li> <li>• Cummings, T. G. &amp; Worley, C. G. (2009). <i>Organization Development and Change (9th edition)</i>. Canada: South-Western Cengage Learning</li> <li>• Thomas G. Cummings and Christopher G. Worley, <i>Organization Development and Change</i>, Thomson South-Western, 8th Edition 2004.</li> <li>• Cummings, T. G., <i>Theory of Organization Development and Change</i>, South Western.</li> <li>• Ramanarayan, S. and Rao, T.V., <i>Organization Development: Accelerating Learning and Transformation</i>, 2nd Edition, Sage India, 2011.</li> <li>• Richard L, <i>Organisation, Theory, Change and Design</i>, India Edition (Cengage Learning)</li> <li>• Garath R Jones, Mary Mathew, <i>Organisation Theory, Design and Change: Sixth Edition</i>, Pearson</li> <li>• Wendell L French, Cecil H Bell, Jr, Veena Vohra, <i>Organisation Development</i>, Sixth Edition, Pearson Education</li> </ul>
<p><b>HRM in Service Sector Management</b></p> <ul style="list-style-type: none"> <li>• C. Bhattacharjee: <i>Service Sector Management, An Indian Perspective</i>, Jaico Publishing House</li> <li>• Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: <i>Services Marketing</i>, Pearson</li> <li>• Christopher Lovelock: <i>Services Marketing, People, Technology, Strategy</i>, Pearson Education Asia</li> <li>• James A. Fitzsimmons, Mona J, Fitzsimmons: <i>Service Management, Operations, Strategy, Information Technology</i>, Tata McGraw – Hill</li> <li>• Zeithmal, Bitner, Gremler, Pandit: <i>Services Marketing</i>, Tata McGraw – Hill</li> <li>• Lovelock, Wirtz: <i>Services Marketing</i>, Pearson Education, 5th Edition</li> <li>• K. Rao: <i>Services Marketing</i>, Pearson Education</li> <li>• Ramneek Kapoor, Justin Paul, Biplab Halder: <i>Services Marketing</i></li> </ul>
<p><b>Workforce Diversity</b></p> <ul style="list-style-type: none"> <li>• Dessler Gary, <i>A Framework for Human Resource Management</i>, Pearson Publication, 7th Edition.</li> <li>• <i>Handbook of Research on Workforce Diversity in a Global Society</i>, edited by Scott, Chaunda L.</li> <li>• <i>Diversity in the Workforce: Current Issues and Emerging Trends</i> edited by Marilyn Y. Byrd, Chaunda L. Scott</li> <li>• <i>Managing Diversity: Human Resource Strategies for Transforming the Workplace</i> Ellen Ernst Kossek, Sharon A. Lobel</li> <li>• <i>Workforce Diversity Management: Challenges, Competencies and Strategies</i> - Bahaudin Mujtaba</li> <li>• <i>Handbook of Research on Organizational Culture and Diversity in the Modern</i>, edited by Christiansen, Bryan, Chandan, Harish C</li> </ul>

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

**Reference Books**

<b>Reference Books</b>
<b>Human Resource Accounting &amp; Auditing</b>
<ul style="list-style-type: none"> <li>• <i>HR Audit : Evaluating the human resource functions for business improvement</i> by T.V. Rao, Response Books</li> <li>• <i>Eric G. Flamholtz, Human Resource Accounting, Springer</i></li> <li>• <i>Jac Fitzenz, How To Measure Human Resource Management, McGraw Hill</i></li> <li>• <i>Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing</i></li> <li>• <i>M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications.</i></li> <li>• <i>D. Prabakara Rao, Human Resource Accounting, Inter India Publications</i></li> <li>• <i>Human Resource Management by Gary Dessler, Pearson Publications.</i></li> <li>• <i>Rao, T.V. 2008. HRD Scorecard 2500, 1/e; New Delhi: Response Books</i></li> <li>• <i>Udai Pareek and Rao T V (2003). Designing and Managing Human Resource</i></li> </ul>
<b>Indian Ethos in Management</b>
<ul style="list-style-type: none"> <li>• <i>R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill</i></li> <li>• <i>Bhatta, S.K., Business Ethics &amp; Managerial Values.</i></li> <li>• <i>Dave, Nalini V: Vedanta and Mana</i></li> <li>• <i>Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998</i></li> <li>• <i>Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987</i></li> <li>• <i>Chakraborty, S.K.: Management by Values, Oxford University Press 1991.</i></li> <li>• <i>Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010</i></li> <li>• <i>Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009</i></li> <li>• <i>Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009</i></li> <li>• <i>Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009</i></li> <li>• <i>S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008</i></li> </ul>
<b>Operation Research</b>
<ul style="list-style-type: none"> <li>• <i>Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India</i></li> <li>• <i>Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand &amp; Sons</i></li> <li>• <i>Kantiswarup, Gupta P.K. &amp; Manmohan, Operations Research 9th Edition, Sultan Chand &amp; Sons</i></li> <li>• <i>Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath &amp; Company</i></li> <li>• <i>Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series</i></li> <li>• <i>Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.</i></li> <li>• <i>Shreenath L.S, Principles &amp; Application 3rd Ed.,, PERT &amp; CPM, Affiliated East-West Press Pvt. Ltd.</i></li> <li>• <i>Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India</i></li> <li>• <i>Sasieni M, Yaspan A &amp; John Wiley &amp; Sons Friedman L, Operations Research - Methods &amp; Problems 1st Edition</i></li> <li>• <i>Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education</i></li> <li>• <i>G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd</i></li> <li>• <i>L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.</i></li> <li>• <i>Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.</i></li> <li>• <i>Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai</i></li> </ul>

# University of Mumbai



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

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

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

***Board of Studies-in-Business Management***

# Introduction

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

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

## Guidelines for preparation of Project Work

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

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



# Format

*1<sup>st</sup> page (Main Page)*

*Title of the problem of the Project*

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

**By**

*Name of the Learner*

**Under the Guidance of**

*Name of the Guiding Teacher*

*Name and address of the College*

*Month and Year*

*2<sup>nd</sup> Page*

*This page to be repeated on 2<sup>nd</sup> page (i.e. inside after main page)*

*On separate page*

## **Index**

Chapter No. 1 (sub point 1.1, 1.1.1, .... And so on)	Title of the Chapter	Page No.
Chapter No. 2	Title of the Chapter	
Chapter No. 3	Title of the Chapter	
Chapter No. 4	Title of the Chapter	
Chapter No. 5	Title of the Chapter	

**List of tables, if any, with page numbers.**

**List of Graphs, if any, with page numbers.**

**List of Appendix, if any, with page numbers.**

**Abbreviations used:**

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

## *(Model Structure of the Project Work)*

- **Chapter No. 1: Introduction**

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

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

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

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

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

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

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

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

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

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

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

*On separate page*

*Name and address of the college*

## ***Certificate***

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

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

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



Name and Signature of  
Guiding Teacher

Date of submission:

*On separate page*

## ***Declaration by learner***

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

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

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

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher

*On separate page*

## ***Acknowledgment***

*(Model structure of the acknowledgement)*

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

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

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

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

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

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

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

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

## 2. Guidelines for Internship based project work

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

## Evaluation pattern of the project work

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

**Note:**

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

### Passing Standard

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



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

**Scheme of Evaluation**

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

**A) Internal Assessment: 25 %**

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

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 %**

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

**(Detail question paper pattern has been given separately)**

**❖ Passing Standard**

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

## **Question Paper Pattern (Practical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 1/2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A. Sub Questions to be asked 10 and to be answered any 08 B. Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question <b>OR</b>	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question <b>OR</b>	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question <b>OR</b>	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	A) Theory questions B) Theory questions <b>OR</b>	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

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

## **Question Paper Pattern (Theoretical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 1/2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question <b>OR</b>	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question <b>OR</b>	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question <b>OR</b>	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	A) Theory questions B) Theory questions <b>OR</b>	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

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