

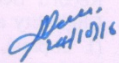
C 24-06-2016  
Item No. A.80

**UNIVERSITY OF MUMBAI**  
**No. UG/109 of 2016-17**

**CIRCULAR:-**

A reference is invited to the Syllabi relating to the Bachelor of Management Studies (B.M.S) degree programme vide this office Circular No. UG/144 of 2011 dated 14<sup>th</sup> June, 2011 the Principals of affiliated Colleges in Commerce are hereby informed that the approved by the Academic Council at its meeting held on 24<sup>th</sup> June, 2016 vide item No. 4.80 and that in accordance therewith, the revised syllabus as per Choice Based Credit System for (B.M.S) Program – Course Structure (Sem. I to VI), which is available on the University's web site ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI – 400 032  
October, 2016

  
(Dr.M.A. Khan)  
REGISTRAR

To,

The Principals of affiliated Colleges in Commerce and the Heads of recognized Institutions concerned.

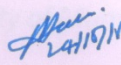
**A.C/4.80 /24/06/2016**

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No. UG/109-A of 2016-17      MUMBAI-400 032      25 October, 2016

Copy forwarded with compliments for information to:-

- 1) The Dean, Faculty of Commerce,
- 2) The Director, Board of College and University Development,
- 3) The Controller of Examinations,
- 4) The Professor-cum- Director, Institute of Distance and Open Learning (IDOL),
- 5) The Co-Ordinator, University Computerization Centre.

  
(Dr.M.A. Khan)  
REGISTRAR

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AC 24-06-2016

Item No. 4.80

# University of Mumbai



## **Bachelor of Management Studies (BMS) Programme Three Year Integrated Programme- Six Semesters *Course Structure***

**Under Choice Based Credit *System***

**To be implemented from Academic Year- 2016-2017  
Progressively**

***Board of Studies-in-Business Management, University of Mumbai***

# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

#### FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1	Introduction to Financial Accounts	<b>03</b>	1	Principles of Marketing	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Business Statistics	<b>03</b>	3	Business Mathematics	<b>03</b>
<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>		<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>	
<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b>*Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>**Skill Enhancement Courses (SEC)</b>	
5	Any one course from the following list of courses	<b>02</b>	5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course - I	1	Foundation Course - Value Education and Soft Skill - II
2	Foundation Course in NSS - I	2	Foundation Course in NSS - II
3	Foundation Course in NCC - I	3	Foundation Course in NCC - II
4	Foundation Course in Physical Education - I	4	Foundation Course in Physical Education - II
<b>Note: Course selected in Semester I will continue in Semester II</b>			

# SYBMS

*(To be implemented from Academic Year- 2017-2018)*

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>		<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1 & 2	*Any one group of courses from the following list of the courses	<b>06</b>	1 & 2	** Any one group of courses from the following list of the courses	<b>06</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>		<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
3	Information Technology in Business Management - I	<b>02</b>	3	Information Technology in Business Management-II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>		<b>3</b>	<b><i>Core Courses (CC)</i></b>	
4	Environmental Management	<b>03</b>	4	Business Economics-II	<b>03</b>
5	Business Planning & Entrepreneurial Management	<b>03</b>	5	Business Research Methods	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>	6	Ethics & Governance	<b>03</b>
7	Strategic Management	<b>03</b>	7	Production & Total Quality Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b>*List of group of Elective Courses(EC) for Semester III (Any two)</b>		<b>** List of group of Elective Courses(EC) for Semester IV (Any two)</b>	
<b>Group A: Finance Electives (Any Two Courses)</b>			
1	Basics of Financial Services	1	Financial Institutions & Markets
2	Introduction to Cost Accounting	2	Auditing
3	Equity & Debt Market	3	Strategic Cost Management
4	Corporate Finance	4	Behavioural Finance
<b>Group B: Marketing Electives (Any Two Courses)</b>			
1	Consumer Behaviour	1	Integrated Marketing Communication
2	Product Innovations Management	2	Rural Marketing
3	Advertising	3	Event Marketing
4	Social Marketing	4	Tourism Marketing
<b>Group C: Human Resource Electives (Any Two Courses)</b>			
1	Recruitment & Selection	1	Human Resource Planning & Information System
2	Motivation and Leadership	2	Training & Development in HRM
3	Employees Relations & Welfare	3	Change Management
4	Organisation Behaviour & HRM	4	Conflict & Negotiation
<b>Note: Group selected in Semester III will continue in Semester IV</b>			

# 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 Courses (CC)</b>		<b>2</b>	<b>Core Courses (CC)</b>	
5	Logistics & Supply Chain Management	<b>04</b>	5	Operation Research	<b>04</b>
<b>3</b>	<b>✓ Project Work</b>		<b>3</b>	<b>✓ Project Work</b>	
6	Project Work I	<b>04</b>	6	Project Work II	<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/analyzing/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 (Any four Courses)</b>			
1	Investment Analysis & Portfolio Management	1	International Finance
2	Commodity & Derivatives Market	2	Innovative Financial Services
3	Wealth Management	3	Project Management
4	Strategic Financial Management	4	Risk Management in Banking Sector
5	Risk Management	5	Direct Taxes
6	Financing Rural Development	6	Indirect Taxes
<b>Group B: Marketing Electives (Any four Courses)</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	Corporate Communication & Public Relations
6	Strategic Marketing Management	6	Marketing of Non Profit Organisation
<b>Group C: Human Resource Electives (Any four Courses)</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>			

# University of Mumbai



**Revised Syllabus  
and  
Question Paper Pattern  
of Courses  
of  
Bachelor of Management  
Studies(BMS) Programme  
First Year  
*Semester I and II***

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

*(To be implemented from Academic Year- 2016-2017)*

*Board of Studies-in-Business Management, University of Mumbai*

# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

#### FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1	Introduction to Financial Accounts	<b>03</b>	1	Principles of Marketing	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Business Statistics	<b>03</b>	3	Business Mathematics	<b>03</b>
<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>		<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>	
<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b>*Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>**Skill Enhancement Courses (SEC)</b>	
5	Any one course from the following list of courses	<b>02</b>	5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course - I	1	Foundation Course- II
2	Foundation Coursein NSS - I	2	Foundation Coursein NSS - II
3	Foundation Course in NCC - I	3	Foundation Course in NCC - II
4	Foundation Course inPhysical Education - I	4	Foundation Course inPhysical Education - II
<b>Note: Course selected in Semester I will continue in Semester II</b>			

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

*(To be implemented from Academic Year- 2016-2017)*

**Semester I**

No. of Courses	Semester I	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Introduction to Financial Accounts	<b>03</b>
2	Business Law	<b>03</b>
3	Business Statistics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - I	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Foundation of Human Skills	<b>03</b>
7	Business Economics-I	<b>03</b>
<b>Total Credits</b>		<b>20</b>

<b><i>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</i></b>	
1	Foundation Course - I
2	Foundation Course in NSS - I
3	Foundation Course in NCC - I
4	Foundation Course in Physical Education - I



**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Elective Courses (EC)**

**1. Introduction to Financial Accounts**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Accounting Transactions	15
3	Depreciation Accounting & Trial Balance	15
4	Final Accounts	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Meaning and Scope of Accounting:</b> Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting</li> <li>• <b>Accounting principles:</b> Introductions to Concepts and conventions.</li> <li>• <b>Introduction to Accounting Standards:</b> Meaning and Scope) <ul style="list-style-type: none"> <li>▪ <b>AS 1 :</b> Disclosure to Accounting Policies</li> <li>▪ <b>AS 6:</b> Depreciation Accounting.</li> <li>▪ <b>AS 9:</b> Revenue Recognition.</li> <li>▪ <b>AS 10:</b> Accounting For Fixed Assets.</li> </ul> </li> <li>• <b>International Financial Reporting Standards (IFRS):</b> Introduction to IFRS <ul style="list-style-type: none"> <li>▪ <b>IAS-1:</b> Presentation of Financial Statements (Introductory Knowledge)</li> <li>▪ <b>IAS-2:</b> Inventories (Introductory Knowledge)</li> </ul> </li> <li>• <b>Accounting in Computerized Environment:</b> Introduction, Features and application in various areas of Accounting</li> </ul>
2	<b>Accounting Transactions</b>
	<ul style="list-style-type: none"> <li>• <b>Accounting transactions:</b> Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal &amp; ledger: Rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns &amp; cash book –Triple Column), Bank Reconciliation Statement.</li> <li>• <b>Expenditure:</b> Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test.</li> <li>• <b>Receipts:</b> Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</li> <li>• <b>Profit or Loss:</b> Revenue profit or loss, capital profit or loss</li> </ul>
3	<b>Depreciation Accounting &amp; Trial Balance</b>
	<ul style="list-style-type: none"> <li>• <b>Depreciation accounting:</b> Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained).</li> <li>• <b>Preparation of Trial Balance:</b> Introduction and Preparation of Trial Balance</li> </ul>
4	<b>Final Accounts</b>
	<ul style="list-style-type: none"> <li>• Introduction to Final Accounts of a Sole proprietor.</li> <li>• Rectification of errors.</li> <li>• Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</li> <li>• Preparation and presentation of Final Accounts in horizontal format</li> <li>• Introduction to Schedule 6 of Companies Act ,1956</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Elective Courses (EC)**

**2. Business Law**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Contract Act, 1872 & Sale of Goods Act, 1930	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15
3	Company Law	15
4	Intellectual Property Rights(IPR)	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Contract Act, 1872 &amp; Sale of Goods Act, 1930</b>
	<ul style="list-style-type: none"> <li>• <b>Contract Act,1872:</b> Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract.</li> <li>• <b>Sale of Goods Act,1930:</b> Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.</li> </ul>
2	<b>Negotiable Instrument Act, 1981 &amp; Consumer Protection Act, 1986</b>
	<ul style="list-style-type: none"> <li>• <b>Negotiable Instrument Act,1981:</b> Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque.</li> <li>• <b>Consumer Protection Act, 1986:</b> Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.</li> </ul>
3	<b>Company Law</b>
	<ul style="list-style-type: none"> <li>• <b>Company Law:</b> What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.</li> </ul>
4	<b>Intellectual Property Rights(IPR)</b>
	<ul style="list-style-type: none"> <li>• <b>Intellectual Property Rights (IPR)</b> <ul style="list-style-type: none"> <li>▪ IPR definition/ objectives</li> <li>▪ Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications</li> <li>▪ Trademarks, definition, types of trademarks, infringement and passing off.</li> <li>▪ Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.</li> <li>▪ Geographical indications (only short notes)</li> </ul> </li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Elective Courses (EC)**

**3. Business Statistics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Statistics	15
2	Measures of Dispersion, Co-Relation and Linear Regression	15
3	Time Series and Index Number	15
4	Probability and Decision Theory	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Statistics</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction:</b> Functions/Scope, Importance, Limitations</li> <li>• <b>Data:</b> Relevance of Data(Current Scenario), Type of data(Primary &amp; Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief)</li> <li>• <b>Presentation Of Data:</b>Classification – Frequency Distribution – Discrete &amp; Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</li> <li>• <b>Measures Of Central Tendency:</b>Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency</li> </ul>
2	<b>Measures of Dispersion, Co-Relation and Linear Regression</b>
	<ul style="list-style-type: none"> <li>• <b>Measures Of Dispersion:</b> Range with C.R(Co-Efficient Of Range), Quartiles &amp; Quartile deviation with CQ (Co-Efficient Of Quartile), Mean Deviation from mean with CMD (Co-Efficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance), Skewness&amp; Kurtosis (Only concept)</li> <li>• <b>Co-Relation:</b> Karl Pearson, Rank Co-Relation</li> <li>• <b>Linear Regression:</b> Least Square Method</li> </ul>
3	<b>Time Series and Index Number</b>
	<ul style="list-style-type: none"> <li>• <b>Time Series:</b> Least Square Method, Moving Average Method, Determination of Season</li> <li>• <b>Index Number:</b> Simple(unweighted) Aggregate Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Numbers, Base Shifting, Splicing and Deflating, Cost of Living Index Number</li> </ul>
4	<b>Probability and Decision Theory</b>
	<ul style="list-style-type: none"> <li>• <b>Probability:</b> Concept of Sample space, Concept of Event, Definition of Probability, Addition &amp; Multiplication laws of Probability, Conditional Probability, Bayes' Theorem(Concept only), Expectation &amp; Variance, Concept of Probability Distribution(Only Concept)</li> <li>• <b>Decision Theory:</b> Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty,</li> <li>• Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace &amp; Hurwicz)</li> <li>• <b>Probabilistics (Decision Making under risk):</b>EMV, EOL, EVPI</li> <li>• Decision Tree</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Ability Enhancement Courses (AEC)**

**4. Business Communication- I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Theory of Communication</b>
	<p><b>Concept of Communication:</b> Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication</p> <p><b>Channels and Objectives of Communication: Channels-</b> Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p><b>Objectives of Communication:</b> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given)</p> <p><b>Methods and Modes of Communication:</b> Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax] Computers and E- communication Video and Satellite Conferencing</p>
2	<b>Obstacles to Communication in Business World</b>
	<p><b>Problems in Communication /Barriers to Communication:</b> Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers</p> <p><b>Listening:</b> Importance of Listening Skills, Cultivating good Listening Skills – 4</p> <p><b>Introduction to Business Ethics:</b> Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices: Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace Piracy, Insurance, Child Labour</p>
3	<b>Business Correspondence</b>
	<p><b>Theory of Business Letter Writing:</b> Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing,</p> <p><b>Personnel Correspondence:</b> Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]</p>



Sr. No.	Modules / Units
4	Language and Writing Skills
	<p><b>Commercial Terms used in Business Communication</b></p> <p><b>Paragraph Writing:</b>            Developing an idea, using appropriate linking devices, etc            Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Listening Comprehension</li> <li>▪ Remedial Teaching</li> <li>▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches</li> <li>▪ Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling.</li> <li>▪ Reading Comprehension: Analysis of texts from the fields of Commerce and Management</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Skill Enhancement Courses (SEC)**

**5. Foundation Course -I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Indian Society	05
2	Concept of Disparity- 1	10
3	Concept of Disparity-2	10
4	The Indian Constitution	10
5	Significant Aspects of Political Processes	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Overview of Indian Society</b>
	Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; Understand regional variations according to rural, urban and tribal characteristics; Understanding the concept of diversity as difference
2	<b>Concept of Disparity- 1</b>
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media; Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities
3	<b>Concept of Disparity-2</b>
	Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; Understand inter-group conflicts arising out of communalism; Examine the causes and effects of conflicts arising out of regionalism and linguistic differences
4	<b>The Indian Constitution</b>
	Philosophy of the Constitution as set out in the Preamble; The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution
5	<b>Significant Aspects of Political Processes</b>
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in NSS - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to NSS	10
2	Concept of Society and Social Issues in India	15
3	Indian Constitution and Social Justice	10
4	Human Personality and National Integration	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to NSS</b>
	<p><b>Introduction to National Service Scheme(NSS)</b>  Orientation and structure of National Service Scheme(NSS)  National Service Scheme(NSS)- its objectives  The historical perspective of National Service Scheme(NSS)  National Service Scheme(NSS)- Symbol and its meaning  National Service Scheme(NSS)- its hierarchy from national to college level</p> <p><b>National Service Scheme(NSS) Regular activities</b>  Distribution of working hours- Association between issues and programs-  community project- urban rural activities, Association- modes of activity  evaluation</p>
2	<b>Concept of Society and Social Issues in India</b>
	<p><b>History and philosophy of social sciences in India</b>  Concept of society- Development of Indian society - Features of Indian Society-  Division of labour and cast system in India</p> <p><b>Basic social issues in India</b>  Degeneration of value system, Family system, Gender issues, Regional imbalance</p>
3	<b>Indian Constitution and Social Justice</b>
	<p><b>Indian Constitution</b>  Features of Indian Constitution - Provisions related to social integrity and  development</p> <p><b>Social Justice</b>  Social Justice- the concept and its features  Inclusive growth- the concept and its features</p>
4	<b>Human Personality and National Integration</b>
	<p><b>Dimensions of human personality</b>  Social Dimension of Human personality- Understanding of the society  Physical Dimension of Human personality- Physical Exercise, Yoga, etc.</p> <p><b>National integration &amp; Communal Harmony</b>  National Integration- its meaning, importance and practice  Communal Harmony- its meaning, importance and practice</p>

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in NCC - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to NCC, National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training, Environment Awareness and Conservation	10
4	Personality Development and Leadership	10
5	Specialized Subject: Army/ Navy/ Air	05
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to NCC, National Integration &amp; Awareness</b>
	<p><b>Desired outcome:</b> The students will display sense of patriotism, secular values and shall be transformed into motivated youth who will contribute towards nation building through national unity and social cohesion.</p> <ul style="list-style-type: none"> <li>• Genesis, Aims, Objectives of NCC &amp; NCC Song</li> <li>• Organisation &amp; Training</li> <li>• Incentives &amp; Benefits</li> <li>• Religions, Culture, Traditions and Customs of India</li> <li>• National Integration: Importance and Necessity</li> <li>• Freedom Struggle</li> </ul>
2	<b>Drill: Foot Drill</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• General and Words of Command</li> <li>• Attention, Stand at Ease and Stand Easy, Turning and Inclining at the Halt</li> <li>• Sizing, Forming Up in Three Ranks and Numbering, Open and Close Order March and Dressing</li> <li>• Saluting at the Halt, Getting On Parade, Dismissing and Falling Out</li> <li>• Marching, Length of Pace and Time of Marching in Quick Time and Halt, Slow March and Halt</li> <li>• Turning on the March and Wheeling.</li> <li>• Saluting on the March.</li> <li>• Formation of squad and Squad Drill.</li> </ul>
3	<b>Adventure Training, Environment Awareness and Conservation</b>
	<p><b>Adventure Training</b></p> <p><b>Desired outcome:</b> The students will overcome fear &amp; inculcate within them the sense of adventure, sportsmanship, esprit-d-corp and develop confidence, courage, determination, diligence and quest for excellence.</p> <ul style="list-style-type: none"> <li>• Any Two such as – Obstacle course, Slithering, Trekking, Cycling, Rock Climbing, Para Sailing, Sailing, Scuba Diving etc</li> </ul> <p><b>Environment Awareness and Conservation</b></p> <p><b>Desired outcome:</b> The student will be aware of the conservation of natural resources and protection of environment.</p> <ul style="list-style-type: none"> <li>• Natural Resources – Conservation and Management</li> <li>• Water Conservation and Rainwater Harvesting</li> </ul>

Sr. No.	Modules / Units
4	<b>Personality Development and Leadership</b>
	<p><b>Desired outcome:</b> The student will develop an all-round personality with adequate leadership traits to deal / contribute effectively in life.</p> <ul style="list-style-type: none"> <li>• Introduction to Personality Development</li> <li>• Factors Influencing /Shaping Personality: Physical, Social, Physiological, Philosophical and Psychological</li> <li>• Self Awareness Know yourself/ Insight</li> <li>• Change Your Mind Set</li> <li>• Communication Skills: Group Discussion / Lecturettes (Public Speaking)</li> <li>• Leadership Traits</li> <li>• Types of Leadership</li> </ul>
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b><u>Army</u></b></p> <p><b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces. It will also acquaint, expose &amp; provide basic knowledge about armed, naval and air-force subjects</p> <p><b>A. Armed Force</b></p> <ul style="list-style-type: none"> <li>• Basic organisation of Armed Forces</li> <li>• Organisation of Army</li> <li>• Badges and Ranks</li> </ul> <p><b>B. Introduction to Infantry and weapons and equipments</b></p> <ul style="list-style-type: none"> <li>• Characteristics of 7.62mm SLR Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning</li> </ul> <p><b>C. Military history</b></p> <ul style="list-style-type: none"> <li>• Biographies of renowned Generals (Carriapa / Sam Manekshaw)</li> <li>• Indian Army War Heroes- PVCs</li> </ul> <p><b>D. Communication</b></p> <ul style="list-style-type: none"> <li>• Types of Communications</li> <li>• Characteristics of Wireless Technologies (Mobile, Wi-Fi etc.)</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b><u>Navy</u></b></p> <p><b>A. Naval orientation and service subjects</b></p> <ul style="list-style-type: none"> <li>• History of the Indian Navy-Pre and Post Independence, Gallantry award winners</li> <li>• Organization of Navy- NHQ, Commands, Fleets, Ships and shore establishments</li> <li>• Types of Warships and their role</li> <li>• Organization of Army and Air Force- Operational and Training commands</li> <li>• Ranks of Officers and Sailors, Equivalent Ranks in the Three Services</li> </ul> <p><b>B. Ship and Boat Modelling</b></p> <ul style="list-style-type: none"> <li>• Principles of Ship Modelling</li> <li>• Maintenance and Care of tools</li> </ul>



Sr. No.	Modules / Units
	<p><b>C. Search and Rescue</b></p> <ul style="list-style-type: none"> <li>• SAR Organization in the Indian ocean</li> </ul> <p><b>D. Swimming</b></p> <p>Floating for three minutes and Free style swimming for 50 meters</p> <p style="text-align: center;"><b>OR</b></p> <p><b>AIR</b></p> <p><b>A. General Service Knowledge</b></p> <ul style="list-style-type: none"> <li>• Development of Aviation</li> <li>• History of IAF</li> </ul> <p><b>B. Principles of Flight</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Laws of Motion</li> <li>• Glossary of Terms.</li> </ul> <p><b>C. Airmanship</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Airfield Layout</li> <li>• Rules of the Air</li> <li>• Circuit Procedure</li> <li>• ATC/RT Procedures</li> <li>• Aviation Medicine</li> </ul> <p><b>D. Aero- Engines</b></p> <ul style="list-style-type: none"> <li>• Introduction to Aero-engines</li> </ul>

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in Physical Education - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Basic Relevant concepts in Physical Education	10
2	Components of Physical Fitness	15
3	Testing Physical Fitness	10
4	Effect of Exercise on various Body System	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to Basic Relevant concepts in Physical Education</b>
	<ul style="list-style-type: none"> <li>• Dimensions and determinants of Health, Fitness &amp; Wellness</li> <li>• Concept of Physical Education and its importance</li> <li>• Concept of Physical Fitness and its types</li> <li>• Concept of Physical Activity, exercise and its types &amp; benefits</li> </ul>
2	<b>Components of Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Concept of components of Physical Fitness</li> <li>• Concept and components of HRPF</li> <li>• Concept and components of SRPF</li> <li>• Importance of Physical Education in developing physical fitness components.</li> </ul>
3	<b>Testing Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Tests for measuring Cardiovascular Endurance</li> <li>• Tests for measuring Muscular Strength &amp; Endurance</li> <li>• Tests for measuring Flexibility</li> <li>• Tests for measuring Body Composition</li> </ul>
4	<b>Effect of Exercise on various Body System</b>
	<ul style="list-style-type: none"> <li>• Effect of exercises on Musculoskeletal system</li> <li>• Effect of exercises on Circulatory System</li> <li>• Effect of exercises on Respiratory System</li> <li>• Effect of exercises on Glandular System</li> </ul>

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**Core Courses (CC)**

**6. Foundation of Human Skills**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Understanding of Human Nature	15
2	Introduction to Group Behaviour	15
3	Organizational Culture and Motivation at workplace	15
4	Organisational Change, Creativity and Development and Work Stress	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<p data-bbox="320 203 762 237"><b>Understanding of Human Nature</b></p> <ul style="list-style-type: none"> <li data-bbox="320 259 1410 338">• <b>Individual Behaviour:</b> Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li> <li data-bbox="320 349 1410 640">• <b>Personality and attitude:</b> Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation, self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions</li> <li data-bbox="320 651 1410 931">• <b>Thinking, learning and perceptions:</b> Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type ( IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional).</li> </ul>
2	<p data-bbox="320 954 762 987"><b>Introduction to Group Behaviour</b></p> <ul style="list-style-type: none"> <li data-bbox="320 1010 1410 1256">• <b>Introduction to Group Behaviour</b> <ul style="list-style-type: none"> <li data-bbox="368 1055 1410 1133">▪ <b>Group Dynamics:</b> Nature, types, group behaviour model (roles, norms, status, process, structures)</li> <li data-bbox="368 1144 1410 1223">▪ <b>Team effectiveness:</b> nature, types of teams, ways of forming an effective team.</li> <li data-bbox="368 1234 592 1256">▪ Setting goals.</li> </ul> </li> <li data-bbox="320 1267 1410 1514">• <b>Organizational processes and system.</b> <ul style="list-style-type: none"> <li data-bbox="368 1312 1410 1391">▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> <li data-bbox="368 1402 1410 1514">▪ <b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</li> </ul> </li> </ul>
3	<p data-bbox="320 1529 1018 1563"><b>Organizational Culture and Motivation at workplace</b></p> <ul style="list-style-type: none"> <li data-bbox="320 1585 1410 1753">• <b>Organizational Culture:</b> <ul style="list-style-type: none"> <li data-bbox="368 1630 951 1664">▪ Characteristics of organizational culture.</li> <li data-bbox="368 1675 1126 1709">▪ Types, functions and barriers of organizational culture</li> <li data-bbox="368 1720 1326 1753">▪ Ways of creating and maintaining effective organization culture</li> </ul> </li> <li data-bbox="320 1765 1410 2045">• <b>Motivation at workplace:</b> Concept of motivation Theories of motivation in an organisational set up. <ul style="list-style-type: none"> <li data-bbox="368 1843 751 1877">▪ A.Maslow Need Heirachy</li> <li data-bbox="368 1888 730 1921">▪ F.Hertzberg Dual Factor</li> <li data-bbox="368 1933 858 1966">▪ Mc.Gregor theory X and theory Y.</li> </ul>           Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace. </li> </ul>

4	Organisational Change, Creativity and Development and Work Stress
	<ul style="list-style-type: none"><li>• <b>Organisational change and creativity:</b> Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.</li><li>• <b>Organisational Development and work stress:</b> Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress</li></ul>

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**Core Courses (CC)**

**7. Business Economics - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	10
2	Demand Analysis	10
3	Supply and Production Decisions and Cost of Production	15
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
5	Pricing Practices	10
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<p><b>Scope and Importance of Business Economics</b> - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</p>
2	<b>Demand Analysis</b>
	<p><b>Demand Function</b> - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts <b>Demand estimation and forecasting:</b> Meaning and significance - methods of demand estimation : survey and statistical methods <i>(numerical illustrations on trend analysis and simple linear regression)</i></p>
3	<b>Supply and Production Decisions and Cost of Production</b>
	<p><b>Production function:</b> short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale. <b>Cost concepts:</b> Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run <i>(hypothetical numerical problems to be discussed)</i>, LAC and Learning curve - Break even analysis <i>(with business applications)</i></p>
4	<b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b>
	<p>Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly <b>Monopolistic competition:</b>Equilibrium of a firm under monopolistic competition, debate over role of advertising <i>(topics to be taught using case studies from real life examples)</i> <b>Oligopolistic markets:</b> key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models <i>(with practical examples)</i></p>
5	<b>Pricing Practices</b>
	<p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing <i>(case studies on how pricing methods are used in business world)</i></p>



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

*(To be implemented from Academic Year- 2016-2017)*

**Semester II**

No. of Courses	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Principles of Marketing	<b>03</b>
2	Industrial Law	<b>03</b>
3	Business Mathematics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - II	<b>03</b>
<b>2B</b>	<b><i>**Skill Enhancement Courses (SEC)</i></b>	
5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Business Environment	<b>03</b>
7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

<b><i>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</i></b>	
1	Foundation Course - II
2	Foundation Course in NSS - II
3	Foundation Course in NCC - II
4	Foundation Course in Physical Education - II

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**Elective Courses(EC)**

**1. Principles of Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Marketing	15
2	Marketing Environment, Research and Consumer Behaviour	15
3	Marketing Mix	15
4	Segmentation, Targeting and Positioning and Trends In Marketing	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Marketing</b>
	<ul style="list-style-type: none"> <li>● <b>Introduction to Marketing:</b> Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function</li> <li>● <b>Concepts of Marketing:</b> Needs, wants and demands, transactions, transfer and exchanges.</li> <li>● <b>Orientations of a firm:</b> Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</li> </ul>
2	<b>Marketing Environment, Research and Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>● <b>The micro environment of business:</b> Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</li> <li>● <b>Macro environment:</b> Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis)</li> <li>● <b>Marketing research:</b> Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research</li> <li>● <b>MIS:</b> Meaning, features and Importance</li> <li>● <b>Consumer Behaviour:</b> Meaning, feature, importance, factors affecting Consumer Behaviour</li> </ul>
3	<b>Marketing Mix</b>
	<ul style="list-style-type: none"> <li>● <b>Marketing mix:</b> Meaning –elements of Marketing Mix.</li> <li>● Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product.</li> <li>● Branding –Packing and packaging – role and importance</li> <li>● Pricing – objectives- factors influencing pricing policy and Pricing strategy.</li> <li>● Physical distribution – meaning – factor affecting channel selection-types of marketing channels</li> <li>● Promotion – meaning and significance of promotion. Promotion tools (brief)</li> </ul>
4	<b>Segmentation, Targeting and Positioning and Trends In Marketing</b>
	<ul style="list-style-type: none"> <li>● Segmentation – meaning , importance , basis</li> <li>● Targeting – meaning , types</li> <li>● Positioning – meaning – strategies</li> <li>● New trends in marketing – E-marketing , Internet marketing and marketing using Social network</li> <li>● Social marketing/ Relationship marketing</li> </ul>

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**Elective Courses (EC)**

**2.Industrial Law**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	15
3	Social Legislation	15
4	Laws Related to Compensation Management	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Laws Related to Industrial Relations and Industrial Disputes</b>
	<ul style="list-style-type: none"> <li>• Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure</li> <li>• The Trade Union Act, 1926</li> </ul>
2	<b>Laws Related to Health, Safety and Welfare</b>
	<ul style="list-style-type: none"> <li>• The Factory Act 1948: (Provisions related to Health, Safety and Welfare)</li> <li>• The Workmen’s Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> <li>▪ Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence</li> <li>▪ Definitions</li> <li>▪ Employers liability for compensation (S-3 to 13)</li> <li>▪ Rules as to Compensation (Sec 4 to Sec 9) (14 A &amp; 17)</li> </ul> </li> </ul>
3	<b>Social Legislation</b>
	<ul style="list-style-type: none"> <li>• Employee State Insurance Act 1948: Definition and Employees Provident Fund</li> <li>• Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues</li> </ul>
4	<b>Laws Related To Compensation Management</b>
	<ul style="list-style-type: none"> <li>• The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions</li> <li>• Payment of Bonus Act, 1965</li> <li>• The Payment Of Gratuity Act, 1972</li> </ul>

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**Elective Courses (EC)**

**3. Business Mathematics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Elementary Financial Mathematics	15
2	Matrices and Determinants	15
3	Derivatives and Applications of Derivatives	15
4	Numerical Analysis [Interpolation]	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Elementary Financial Mathematics</b>
	<ul style="list-style-type: none"> <li>• <b>Simple and Compound Interest:</b> Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest</li> <li>• Annuity-Present and future value-sinking funds</li> <li>• <b>Depreciation of Assets:</b> Equated Monthly Installments (EMI)- using flat interest rate and reducing balance method.</li> <li>• <b>Functions:</b>Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point.</li> <li>• <b>Permutation and Combination:</b> (Simple problems to be solved with the calculator only)</li> </ul>
2	<b>Matrices and Determinants</b>
	<ul style="list-style-type: none"> <li>• <b>Matrices:</b> Some important definitions and some important results. Matrix operation (Addition, scalar multiplication , matrix multiplication, transpose of a matrix)</li> <li>• <b>Determinants of a matrix of order two or three:</b> properties and results of Determinants</li> <li>• Solving a system of linear equations using Cramer’s rule</li> <li>• Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method</li> <li>• <b>Case study:</b> Input Output Analysis</li> </ul>
3	<b>Derivatives and Applications of Derivatives</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction and Concept:</b> Derivatives of constant function, logarithmic functions, polynomial and exponential function</li> <li>• <b>Rules of derivatives:</b> addition, multiplication, quotient</li> <li>• Second order derivatives</li> <li>• <b>Application of Derivatives:</b> Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand</li> </ul>
4	<b>Numerical Analysis [Interpolation]</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction and concept:</b> Finite differences – forward difference operator – Newton’s forward difference formula with simple examples</li> <li>• Backward Difference Operator. Newton’s backward interpolation formula with simple examples</li> </ul>

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**Ability Enhancement Courses (AEC)**

**4. Business Communication - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>



Sr. No.	Modules / Units
1	<b>Presentation Skills</b>
	<p><b>Presentations:</b> (to be tested in tutorials only) 4 Principles of Effective Presentation</p> <p>Effective use of OHP</p> <p>Effective use of Transparencies</p> <p>How to make a Power-Point Presentation</p>
2	<b>Group Communication</b>
	<p><b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <p><b>Meetings:</b> Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</p> <p><b>Conference:</b> Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</p> <p><b>Public Relations:</b> Meaning, Functions of PR Department, External and Internal Measures of PR</p>
3	<b>Business Correspondence</b>
	<p><b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</p> <p><b>Only following to be taught in detail:-</b></p> <p>Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>[Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]</p>
4	<b>Language and Writing Skills</b>
	<p><b>Reports:</b> Parts, Types, Feasibility Reports, Investigative Reports</p> <p><b>Summarisation:</b> Identification of main and supporting/sub points Presenting these in a cohesive manner</p>

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course – II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Globalisation and Indian Society	07
2	Human Rights	10
3	Ecology	10
4	Understanding Stress and Conflict	10
5	Managing Stress and Conflict in Contemporary Society	08
	<b>Total</b>	<b>45</b>

Sr. No	Modules /Units
1	<b>Globalisation and Indian Society</b>
	Understanding the concepts of liberalization, privatization and globalization;Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.
2	<b>Human Rights</b>
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights;Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	<b>Ecology</b>
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life;Sustainable development- concept and components; poverty and environment
4	<b>Understanding Stress and Conflict</b>
	Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict
5	<b>Managing Stress and Conflict in Contemporary Society</b>
	Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualisation;Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in society

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in NSS - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Socio-economic Survey and Special Camp	10
2	Orientation of the College Unit and Communication Skills	15
3	Rapport with Community and Programme Planning	10
4	Government Organisations /Non-Government Organisations	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Socio-economic Survey and Special Camp</b>
	<p><b>Socio economic survey</b> Socio-economic survey- its meaning and need, Process of Socio-economic survey- design of questionnaire; data collection, data analysis and report writing</p> <p><b>Special camping activity</b> Concept of camp- Identification of community problems- Importance of group living- Team building- Adoption of village- Planning for camp- pre camping, during the course of camp and post camping activities</p>
2	<b>Orientation of the College Unit and Communication Skills</b>
	<p><b>Training and orientation of the program unit in the college</b> Leadership training – formation of need based programmes- Concept of campus to community(C to C) activities</p> <p><b>Communication skills and Documentation</b> Communication skills- the concept, Verbal, Non-Verbal communication The documentation- Activity Report Writing – basics of NSS accounting – Annual Report – Press note and preparation</p>
3	<b>Rapport with Community and Programme Planning</b>
	<p><b>Working with individual group and community</b> Ice breaking- interaction games – conflict resolution</p> <p><b>Program planning</b> Programme planning- the concept and its features, requirements for successful implementation of program- program flow charting- feedback</p>
4	<b>Government Organisations /Non-Government Organisations</b>
	<p><b>Structure of Government Organisations and Non-Government Organisations</b> Government organisations (GO)- its meaning -Legal set up, functioning, Sources of funding Non-Government organisations (NGO)- its meaning -Legal set up, functioning, Sources of funding National Service Scheme(NSS)- Government organisations (GO) and Non-Government organisations (NGO)</p> <p><b>Government schemes for community development</b> Schemes of Government welfare departments for community development- provisions &amp; examples</p>

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**Skill Enhancement Courses (SEC)**

**5.Foundation Course in NCC - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Disaster Management, Social Awareness and Community Development	10
2	Health and Hygiene	10
3	Drill with Arms	10
4	Weapon Training	10
5	Specialized Subject: Army Or Navy Or Air	05
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Disaster Management, Social Awareness and Community Development</b>
	<p><b>Disaster Management:</b>  <b>Desired outcome:</b> The student shall gain basic information about civil defence organisation / NDMA &amp; shall provide assistance to civil administration in various types of emergencies during natural / manmade disasters</p> <ul style="list-style-type: none"> <li>• Civil Defence Organisation and Its Duties/ NDMA</li> <li>• Types of Emergencies/ Natural Disaster</li> <li>• Assistance during Natural / Other Calamities: Flood / Cyclone/ Earth Quake/ Accident etc.</li> <li>• 'Avan' model of NCC</li> </ul> <p><b>Social Awareness and Community Development:</b>  <b>Desired outcome:</b> The student shall have an understanding about social service and its need, about NGOs and shall participate in community action programmes for betterment of the community.</p> <ul style="list-style-type: none"> <li>• Basics of Social Service, Weaker Sections of Our Society and Their Needs</li> <li>• Social/ Rural Development Project: MNREGA, SGSY, NSAP etc.</li> <li>• Contribution of Youth towards Social Welfare</li> <li>• Civic Responsibilities</li> <li>• Causes &amp; Prevention of HIV/AIDS; Role of Youth</li> </ul>
2	<b>Health and Hygiene</b>
	<p><b>Desired outcome:</b> The student shall be fully aware about personal health and hygiene lead a healthy life style and foster habits of restraint and self awareness.</p> <ul style="list-style-type: none"> <li>• Structure and Functioning of the Human Body</li> <li>• Hygiene and Sanitation (Personal and Food Hygiene)</li> <li>• Infectious &amp; Contagious Diseases &amp; Their Prevention</li> </ul>
3	<b>Drill with Arms</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• Attention, Stand at Ease and Stand Easy</li> <li>• Getting on Parade with Rifle and Dressing at the Order</li> <li>• Dismissing and Falling Out</li> <li>• Ground / Take Up Arms</li> <li>• Present From the Order and Vice-versa</li> <li>• General Salute, Salami Shastra</li> </ul>
4	<b>Weapon Training</b>
	<p><b>Desired outcome:</b> The student shall have basic knowledge of weapons and their use and handling.</p> <ul style="list-style-type: none"> <li>• Characteristics of a Rifle / Rifle Ammunition and its Fire Power</li> <li>• Stripping, Assembling, Care and Cleaning and Sight Setting of .22 rifle</li> <li>• Stripping, Assembling, Care and Cleaning of 7.62mm SLR</li> <li>• Loading, Cocking and Unloading</li> <li>• The lying position, Holding and Aiming- I</li> <li>• Trigger control and firing a shot</li> <li>• Range procedure and safety precautions</li> <li>• Short range firing, Aiming- II -Alteration of sight</li> </ul>

Sr. No.	Modules / Units
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b>Army</b>  <b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces.  It will also acquaint, expose &amp; provide basic knowledge about armed, naval and air-force subjects</p> <p><b>A. Map reading</b></p> <ul style="list-style-type: none"> <li>• Introduction to types of Maps and Conventional signs</li> <li>• Scales and Grid system</li> <li>• Topographical forms and technical terms</li> <li>• Relief, contours and Gradients</li> <li>• Cardinal points and Types of North</li> <li>• Types of bearings and use of Service Protractor</li> <li>• Prismatic compass and its use and GPS</li> </ul> <p><b>B. Field Craft and Battle Craft</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Judging distance</li> <li>• Description of ground</li> <li>• Recognition, Description and Indication of landmarks and targets</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Navy</b></p> <p><b>A. `Naval Communication</b></p> <ul style="list-style-type: none"> <li>• Introduction to Naval Modern Communication, Purpose and Principles <ul style="list-style-type: none"> <li>▪ Introduction of Naval communication</li> <li>▪ Duties of various communication sub-departments</li> </ul> </li> <li>• Semaphore <ul style="list-style-type: none"> <li>▪ Introduction of position of letters and prosigns</li> <li>▪ Reading of messages</li> <li>▪ Transmission of messages</li> </ul> </li> </ul> <p><b>B. Seamanship</b></p> <ul style="list-style-type: none"> <li>• <b>Anchor work</b> <ul style="list-style-type: none"> <li>▪ Parts of Anchor and Cable, their identification</li> </ul> </li> <li>• <b>Rigging</b> <ul style="list-style-type: none"> <li>▪ Types of ropes and breaking strength- stowing, maintenance and securing of ropes</li> <li>▪ Practical Bends and Hitches: Reef Knot, Half hitch, Clove Hitch, Rolling Hitch, Timber Hitch, Bow Line, Round Turn and Two half hitch and Bow line on the Bight and its basic elements and uses.</li> <li>▪ Introduction to Shackles, Hooks, Blocks and Derricks, Coiling Down and Splicing of rope</li> </ul> </li> </ul> <p><b>C. Boat work</b></p> <ul style="list-style-type: none"> <li>• Parts of Boat and Parts of an Oar</li> <li>• Instruction on boat Pulling- Pulling orders</li> <li>• Steering of boat under oars, Practical instruction on Boat Pulling, Precautions while pulling</li> </ul>



Sr. No.	Modules / Units
	<p style="text-align: center;"><i>OR</i></p> <p><b>Air</b></p> <p><b>A. Air frames</b></p> <ul style="list-style-type: none"><li>• Aircraft Controls</li><li>• Landing Gear</li></ul> <p><b>B. Instruments</b></p> <ul style="list-style-type: none"><li>• Basic Flight Instruments</li></ul> <p><b>C. Aircraft Particulars</b></p> <ul style="list-style-type: none"><li>• Aircraft Particulars (Type specific)</li></ul> <p><b>D. Aero modelling</b></p> <ul style="list-style-type: none"><li>• History of Aero modelling</li><li>• Materials used in Aero modelling</li><li>• Type of Aero models</li><li>• Flying/ Building of Aero models</li></ul>

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**Skill Enhancement Courses (SEC)**

**5.Foundation Course in Physical Education - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Development of Fitness	10
2	Health, Fitness and Diseases	15
3	Yoga Education	10
4	Daily Schedule of Achieving Quality of Life and Wellness	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Development of Fitness</b>
	<ul style="list-style-type: none"> <li>• Benefits of physical fitness and exercise and principles of physical fitness</li> <li>• Calculation of fitness index level 1-4</li> <li>• Waist-hip ratio Target Heart Rate, BMI and types and principles of exercise (FITT)</li> <li>• Methods of training – continues, Interval, circuit, Fartlek and Plyometric</li> </ul>
2	<b>Health, Fitness and Diseases</b>
	<ul style="list-style-type: none"> <li>• Definition of obesity and its management</li> <li>• Communicable diseases, their preventive and therapeutic aspects</li> <li>• Factors responsible for communicable diseases</li> <li>• Preventive and therapeutic aspect of Communicable and non- communicable diseases</li> </ul>
3	<b>Yoga Education</b>
	<ul style="list-style-type: none"> <li>• Meaning and history of yoga</li> <li>• Ashtang yoga and types of yoga</li> <li>• Types of Suryanamaskar and Technique of Pranayam</li> <li>• Benefits of Yoga</li> </ul>
4	<b>Daily Schedule of Achieving Quality of Life and Wellness</b>
	<ul style="list-style-type: none"> <li>• Daily schedule based upon one's attitude, gender, age &amp; occupation.</li> <li>• Basic – module: - Time split for rest, sleep, diet, activity &amp; recreation.</li> <li>• Principles to achieve quality of life:- positive attitude, daily regular exercise, control over food habits &amp; healthy hygienic practices.</li> </ul>

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**Core Courses (CC)**

**6. Business Environment**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Business Environment	15
2	Political and Legal environment	15
3	Social and Cultural Environment, Technological environment and Competitive Environment	15
4	International Environment	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Business Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Business:</b> Meaning, Definition, Nature &amp; Scope, Types of Business Organizations</li> <li>• <b>Business Environment:</b> Meaning, Characteristics, Scope and Significance, Components of Business Environment</li> <li>• <b>Micro and Macro Environment:</b> Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.</li> <li>• <b>Introduction to Micro-Environment:</b> <ul style="list-style-type: none"> <li>▪ <b>Internal Environment:</b> Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity</li> <li>▪ <b>External Environment:</b> Firm, customers, suppliers, distributors, Competitors, Society</li> </ul> </li> <li>• <b>Introduction to Macro Components:</b> Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)</li> </ul>
2	<b>Political and Legal environment</b>
	<ul style="list-style-type: none"> <li>• <b>Political Institutions:</b> Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.</li> <li>• <b>Economic environment:</b> economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy</li> <li>• Impact of business on Private sector, Public sector and Joint sector</li> <li>• Sun-rise sectors of India Economy. Challenges of Indian economy.</li> </ul>
3	<b>Social and Cultural Environment, Technological environment and Competitive Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Social and Cultural Environment:</b> Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business</li> <li>• <b>Technological environment:</b> Features, impact of technology on Business</li> <li>• <b>Competitive Environment:</b> Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</li> </ul>
4	<b>International Environment</b>
	<ul style="list-style-type: none"> <li>• <b>International Environment –</b> <ul style="list-style-type: none"> <li>▪ <b>GATT/ WTO:</b> Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.</li> <li>▪ <b>Globalization:</b> Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.</li> <li>▪ <b>MNCs:</b> Definition, meaning, merits, demerits, MNCs in India</li> <li>▪ <b>FDI:</b> Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,</li> </ul> </li> <li>• <b>Challenges faced by International Business and Investment Opportunities for Indian Industry.</b></li> </ul>

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**Core Courses (CC)**

**7. Principles of Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Nature of Management	15
2	Planning and Decision Making	15
3	Organising	15
4	Directing, Leadership, Co-ordination and Controlling	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Nature of Management</b>
	<ul style="list-style-type: none"> <li>• <b>Management:</b> Concept, Significance, Role &amp; Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.</li> <li>• Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.</li> </ul>
2	<b>Planning and Decision Making</b>
	<ul style="list-style-type: none"> <li>• <b>Planning:</b> Meaning, Importance, Elements, Process, Limitations and MBO.</li> <li>• <b>Decision Making:</b> Meaning, Importance, Process, Techniques of Decision Making.</li> </ul>
3	<b>Organizing</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing:</b> Concepts, Structure (Formal &amp; Informal, Line &amp; Staff and Matrix), Meaning, Advantages and Limitations</li> <li>• <b>Departmentation:</b> Meaning, Basis and Significance</li> <li>• <b>Span of Control:</b> Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization</li> <li>• <b>Delegation:</b> Authority &amp; Responsibility relationship</li> </ul>
4	<b>Directing, Leadership, Co-ordination and Controlling</b>
	<ul style="list-style-type: none"> <li>• <b>Directing:</b> Meaning and Process</li> <li>• <b>Leadership:</b> Meaning, Styles and Qualities of Good Leader</li> <li>• <b>Co-ordination</b> as an Essence of Management</li> <li>• <b>Controlling:</b> Meaning, Process and Techniques</li> <li>• <b>Recent Trends:</b> Green Management &amp; CSR</li> </ul>

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**Reference Books**

Reference Books
<b>Introduction to Financial Accounts</b>
<ul style="list-style-type: none"> <li>• <i>Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books</i></li> <li>• <i>Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)</i></li> <li>• <i>Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman</i></li> <li>• <i>Financial Accounting for Business Managers: By Ashish K. Bhattacharya.</i></li> <li>• <i>Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi</i></li> <li>• <i>Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi</i></li> <li>• <i>Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi</i></li> <li>• <i>Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i></li> <li>• <i>Financial Accounting by LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi</i></li> <li>• <i>Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai</i></li> <li>• <i>Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi</i></li> <li>• <i>Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc</i></li> <li>• <i>Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida</i></li> <li>• <i>Compendium of Statement and Standard of Accounting, ICAI</i></li> <li>• <i>Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i></li> <li>• <i>Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i></li> <li>• <i>Company Accounting Standards by ShrinivasanAnand, Taxman, New Delhi</i></li> <li>• <i>Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi</i></li> <li>• <i>Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi</i></li> <li>• <i>Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi</i></li> <li>• <i>Financial Accounting a Managerial Perspective, Varadraj B. Bapat, MehulRaithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi</i></li> </ul>
<b>Business Law</b>
<ul style="list-style-type: none"> <li>• <i>Elements of mercantile Law – N.D.Kapoor</i></li> <li>• <i>Business Law – P.C. Tulsian</i></li> <li>• <i>Business Law – SS Gulshan</i></li> <li>• <i>Company Law – Dr.Avtar Singh</i></li> <li>• <i>Indian contract Act – Dr.Avtar Singh</i></li> <li>• <i>Law of Intellectual Property-V.K-Taraporevala</i></li> </ul>
<b>Business Statistics</b>
<ul style="list-style-type: none"> <li>• <i>Statistics of Management , Richard Levin &amp;David S. Rubin,Printice Hall of India , New Delhi.</i></li> <li>• <i>Statistics for Business &amp; Economics, David R Anderson, Dennis J Sweney, Thopmson Publication.</i></li> <li>• <i>Fundamental of Statistics, S C Gupta, Himalya Publication House.</i></li> <li>• <i>Business Statistics , Bharadwaj , Excel Books, Delhi</i></li> <li>• <i>Business Mathematics, S.K Singh &amp; J.K Singh, Brijwasi Book Distributor &amp; Publisher.</i></li> </ul>



## Reference Books

### Business Communication - Paper I

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- Basu,C.R.(1998) *Business Organisation and Management*, T.M.H.New Delhi.
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- Bhargava and Bhargava(1971) *Company Notices, Meetings and Regulations*
- Black, Sam (1972) *Practical Public Relations*, E.L.B.S. London.
- BoveeCourtland,L and Thrill, John V(1989) *Business Communication*, Today McGraw Hill, New York, Taxman Publication.
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- 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.
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- *Management Concepts and OB* , P S Rao & N V Shah , AjabPustakalaya
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**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester I and II  
with effect from the Academic Year 2016-2017**

**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

**Question Paper Pattern**

**(Internal Assessment- Courses with Practical Courses)**

Sr. No.	Particular	Marks
1	<b>Semester End Practical Examination (20 Marks)</b>	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	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 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 ½ 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 10/5 Marks. 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 ½ 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 10/5 Marks.**

# University of Mumbai



**Revised Syllabus  
and  
Question Paper Pattern  
of Courses  
of  
Bachelor of Management Studies  
(BMS) Programme  
Second Year  
*Semester III and IV***

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

*(To be implemented from Academic Year- 2017-2018)  
Board of Studies-in-Business Management, University of Mumbai*



# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

### SYBMS

(To be implemented from Academic Year- 2017-2018)

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1 & 2	*Any one group of courses from the following list of the courses	<b>06</b>	1 & 2	** Any one group of courses from the following list of the courses	<b>06</b>
<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>		<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>	
<b>2A</b>	<b>Ability Enhancement Compulsory Courses (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Courses (AECC)</b>	
3	Information Technology in Business Management - I	<b>03</b>	3	Information Technology in Business Management-II	<b>03</b>
<b>2B</b>	<b>Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>Skill Enhancement Courses (SEC)</b>	
4	Foundation Course – III	<b>02</b>	4	Foundation course-IV	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
5	Business Planning & Entrepreneurial Management	<b>03</b>	5	Business Economics-II	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>	6	Business Research Methods	<b>03</b>
7	Strategic Management	<b>03</b>	7	Production & Total Quality Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b>*List of Skill Enhancement Courses (SEC) for Semester III (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course (Environmental Management) - III	1	Foundation Course (Ethics & Governance) - IV
2	Foundation Course-Contemporary Issues-III	2	Foundation Course-Contemporary Issues-IV
3	Foundation Course in NSS - III	3	Foundation Course in NSS - IV
4	Foundation Course in NCC - III	4	Foundation Course in NCC - IV
5	Foundation Course in Physical Education- III	5	Foundation Course in Physical Education- IV
<b>Note: Course selected in Semester I will continue in Semester III &amp; IV</b>			

<b>*List of group of Elective Courses(EC) for Semester III (Any two)</b>		<b>** List of group of Elective Courses(EC) for Semester IV (Any two)</b>	
<b>Group A: Finance Electives (Any Two Courses)</b>			
1	Basics of Financial Services	1	Financial Institutions & Markets
2	Introduction to Cost Accounting	2	Auditing
3	Equity & Debt Market	3	Strategic Cost Management
4	Corporate Finance	4	Corporate Restructuring
<b>Group B: Marketing Electives (Any Two Courses)</b>			
1	Consumer Behaviour	1	Integrated Marketing Communication
2	Product Innovations Management	2	Rural Marketing
3	Advertising	3	Event Marketing
4	Social Marketing	4	Tourism Marketing
<b>Group C: Human Resource Electives(Any Two Courses)</b>			
1	Recruitment & Selection	1	Human Resource Planning & Information System
2	Motivation and Leadership	2	Training & Development in HRM
3	Employees Relations & Welfare	3	Change Management
4	Organisation Behaviour & HRM	4	Conflict & Negotiation
<b>Note: Group Selected in Semester III will continue in Semester IV.</b>			

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

*(To be implemented from Academic Year- 2017-2018)*

**Semester III**

No. of Courses	Semester III	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1 & 2	*Any one group of courses from the following list of the courses	<b>06</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
3	Information Technology in Business Management - I	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
4	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
5	Business Planning & Entrepreneurial Management	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>
7	Strategic Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

<b><i>*List of Skill Enhancement Courses (SEC) for Semester III (Any One)</i></b>	
1	Foundation Course (Environmental Management) - III
2	Foundation Course-Contemporary Issues-III
3	Foundation Course in NSS - III
4	Foundation Course in NCC - III
5	Foundation Course in Physical Education - III

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

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

**1. Basics of Financial Services**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Financial System	14
2	Commercial Banks, RBI And Development Banks	16
3	Insurance	15
4	Mutual Funds	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The course aims at explaining the core concepts of business finance and its importance in managing a business
2	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.

Sr. No.	Modules / Units
1	<b>Financial System:</b>
	<ul style="list-style-type: none"> <li>• An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System(Overview of SEBI and RBI-Role and Importance as regulators).</li> </ul>
2	<b>Commercial Banks, RBI And Development Banks</b>
	<ul style="list-style-type: none"> <li>• <b>Concept of Commercial Banks-</b> Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.</li> <li>• <b>Reserve Bank of India-</b>Organisation &amp;Management, Role And Functions</li> <li>• <b>Development Banks-</b>Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.</li> </ul>
3	<b>Insurance:</b>
	<ul style="list-style-type: none"> <li>• Concept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance</li> </ul>
4	<b>Mutual Funds:</b>
	<ul style="list-style-type: none"> <li>• Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India.</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

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

**2. Introduction to Cost Accounting**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Elements of Cost	20
3	Cost Projection	15
4	Emerging Cost Concepts	10
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	This course exposes the students to the basic concepts and the tools used in Cost Accounting
2	To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting- Elements of Costs-Cost classification (concept only)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing ( Practical Problems)</li> </ul>
2	<b>Elements of Cost</b>
	<ul style="list-style-type: none"> <li>• <b>Material Costing</b>- Stock valuation (FIFO &amp; weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)</li> <li>• <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems)</li> <li>• <b>Overhead Costing</b> (Primary and Secondary Distribution)</li> </ul>
3	<b>Cost Projection</b>
	<ul style="list-style-type: none"> <li>• Cost Sheet (Current and Estimated) ) ( Practical Problems)</li> <li>• Reconciliation of financial accounts and cost accounting (Practical Problems)</li> </ul>
4	<b>Emerging Cost Concepts</b>
	Uniform Costing and Interfirm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

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

**3. Equity and Debt Market**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Financial Market	15
2	Dynamics of Equity Market	15
3	Players in Debt Markets	15
4	Valuation of Equity & Bonds	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	This paper will enable the students to understand the evolution of various aspects of financial markets which in turn will help them in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis. The teaching will be done mainly through materials available on internet and published research papers



Sr. No.	Modules / Units
1	<b>Introduction to Financial Market</b>
	<ul style="list-style-type: none"> <li>• <b>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; development of Equity culture in India &amp; current position.</li> <li>• <b>Debt market</b> – Evolution of Debt markets in India; Money market &amp; Debt markets in India; Regulatory framework in the Indian Debt market.</li> </ul>
2	<b>Dynamics of Equity Market</b>
	<ul style="list-style-type: none"> <li>• <b>Primary:</b> <ol style="list-style-type: none"> <li>1)IPO – methods followed (simple numerical)</li> <li>2) Book building</li> <li>3)Role of merchant bankers in fixing the price</li> <li>4)Red herring prospectus – unique features</li> <li>5)Numerical on sweat equity, ESOP &amp; Rights issue of shares</li> </ol> </li> <li>• <b>Secondary:</b> <ol style="list-style-type: none"> <li>1)Definition &amp; functions of stock exchanges</li> <li>2)Evolution &amp; growth of stock exchanges</li> <li>3)Stock exchanges in India</li> <li>4)NSE, BSE OTCEI &amp; overseas stock exchanges</li> <li>5)Recent developments in stock exchanges</li> <li>6)Stock market Indices</li> </ol> </li> </ul>
3	<b>Players in debt markets:</b>
	<ul style="list-style-type: none"> <li>• <b>Players in debt markets:</b> <ol style="list-style-type: none"> <li>1)Govt. securities</li> <li>2)Public sector bonds &amp; corporate bonds</li> <li>3)open market operations</li> <li>4)Security trading corp. of India</li> <li>5)Primary dealers in Govt. securities</li> </ol> </li> <li>• <b>Bonds:</b> <ol style="list-style-type: none"> <li>1)Features of bonds</li> <li>2)Types of bonds</li> </ol> </li> </ul>
4	<b>Valuation of Equity &amp; Bonds</b>
	<ul style="list-style-type: none"> <li>• <b>Valuation of equity:</b> <ol style="list-style-type: none"> <li>1. Balance sheet valuation</li> <li>2. Dividend discount model(zero growth, constant growth &amp; multiple growth)</li> <li>3. Price earning model</li> </ol> </li> <li>• <b>Valuation of bonds</b> <ol style="list-style-type: none"> <li>1. Determinants of the value of bonds</li> <li>2. Yield to Maturity</li> <li>3. Interest rate risk</li> <li>4. Determinants of Interest Rate Risk</li> </ol> </li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

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

**4. Corporate Finance**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Capital Structure and Leverage	15
3	Time Value of Money	15
4	Mobilisation of Funds	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making
2	The course aims at explaining the core concepts of corporate finance and its importance in managing a business
3	To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction To Corporate Finance:</b> Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.</li> <li>• <b>Introduction to ownership securities</b>– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.</li> </ul>
2	<b>Capital Structure and Leverage</b>
	<ul style="list-style-type: none"> <li>• Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision.</li> <li>• Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.</li> <li>• Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</li> </ul>
3	<b>Time Value of Money</b>
	<ul style="list-style-type: none"> <li>• Introduction to Time Value of Money – compounding and discounting</li> <li>• Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</li> <li>• Importance of Risk and Return analysis in Corporate Finance</li> </ul>
4	<b>Mobilisation of Funds</b>
	<p>Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.</p> <p>Foreign capital and collaborations, Foreign direct Investment (FDI)</p> <p>Emerging trends in FDI</p> <p>Global Depository Receipts, Policy development, Capital flows and Equity Debt.</p> <p>Brief introduction &amp; sources of short term Finance Bank Overdraft, Cash Credit, Factoring</p>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

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

**1. Consumer Behaviour**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction To Consumer Behaviour:	14
2	Individual- Determinants of Consumer Behaviour	16
3	Environmental Determinants of Consumer Behaviour	15
4	Consumer decision making models and New Trends	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms
2	This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer- oriented marketing strategies.

Sr. No.	Modules / Units
1	<b>Introduction To Consumer Behaviour:</b>
	<ul style="list-style-type: none"> <li>• Meaning of Consumer Behaviour, Features and Importance</li> <li>• Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour</li> <li>• Profiling the consumer and understanding their needs</li> <li>• Consumer Involvement</li> <li>• Application of Consumer Behaviour knowledge in Marketing</li> <li>• Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.</li> </ul>
2	<b>Individual- Determinants of Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>• Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</li> <li>• Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.</li> <li>• Self Concept – Concept</li> <li>• Consumer Perception</li> <li>• Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation &amp; Change.</li> <li>• Attitude - Concept of attitude</li> </ul>
3	<b>Environmental Determinants of Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>• Family Influences on Buyer Behaviour,</li> <li>• Roles of different members, needs perceived and evaluation rules.</li> <li>• Factors affecting the need of the family, family life cycle stage and size.</li> <li>• Social Class and Influences.</li> <li>• Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.</li> <li>• Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</li> </ul>
4	<b>Consumer decision making models and New Trends</b>
	<ul style="list-style-type: none"> <li>• Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</li> <li>• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</li> <li>• E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying</li> </ul>

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

**2. Product Innovations Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Innovations Management	15
2	Managerial Aspects of Innovations functions	15
3	Product innovations, Process Innovations and Innovations Diffusion	15
4	New Product Development Strategy	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand the concept of innovations and relevance of innovations in the present day scenario.
2	To understand the importance of protecting innovations and legal aspects related to innovations
3	To study product innovations, process innovations and innovations diffusion
4	To acquaint the students with stages in new product development

Sr. No.	Modules / Units
1	<b>Innovations Management</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction -Innovations Management</b> Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations.</li> <li>• <b>Thinking Tools for Innovations</b> Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods</li> <li>• <b>Legal Aspects of innovations</b> Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights ;Trade secrets</li> </ul>
2	<b>Managerial Aspects of Innovations functions</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing for Innovations</b> Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision.</li> <li>• <b>Strategizing Innovations</b> Introduction; Innovations as a strategy component; Developing innovation strategy; Innovation strategies; Market standing based strategies.</li> <li>• <b>Managing Innovations Functions</b> Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management</li> <li>• <b>Climate and culture for innovations</b> Introduction; Need for creative organizations; Characteristics of creative organizations; Creating creative organizations – 7s framework; Fostering innovations climate and culture.</li> </ul>
3	<b>Product innovations, Process Innovations and Innovations Diffusion</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to product innovations</b> Types of new products; Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New product failures; Cases of Innovating companies.</li> <li>• <b>Process Innovations</b> Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking.</li> <li>• <b>Innovations Diffusion</b> Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.</li> </ul>
4	<b>New Product Development Strategy</b>
	<ul style="list-style-type: none"> <li>• <b>New Product Development and Product specifications</b> Concept of new product development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.</li> <li>• <b>Concept Generation, Selection and Testing</b> 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.</li> <li>• <b>Product testing</b> Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test.</li> </ul>

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

**3. Advertising**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Advertising	15
2	Strategy and Planning Process in Advertising	15
3	Creativity in Advertising	15
4	Budget, Evaluation, Current trends and careers in Advertising	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand and examine the growing importance of advertising
2	To understand the construction of an effective advertisement
3	To understand the role of advertising in contemporary scenario
4	To understand the future and career in advertising



Sr. No.	Modules / Units
1	<b>Introduction to Advertising</b>
	<ul style="list-style-type: none"> <li>• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</li> <li>• Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</li> <li>• Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</li> <li>• Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising</li> <li>• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</li> </ul>
2	<b>Strategy and Planning Process in Advertising</b>
	<ul style="list-style-type: none"> <li>• Advertising Planning process &amp; Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools</li> <li>• Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</li> <li>• Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</li> </ul>
3	<b>Creativity in Advertising</b>
	<ul style="list-style-type: none"> <li>• Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</li> <li>• Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</li> <li>• Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</li> <li>• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</li> <li>• Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</li> </ul>

Sr. No.	Modules / Units
4	<b>Budget, Evaluation, Current trends and careers in Advertising</b>
	<ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</li> <li>• Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing</li> <li>• Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</li> <li>• Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</li> </ul>

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

**4. Social Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Social Marketing & Its Environment	15
2	Social Marketing Plan, STP and Marketing Mix	15
3	Managing Behaviour for Social Change & NPO & CSR	15
4	Social marketing – A Sectoral Overview & Careers	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	Understand the concept of social marketing, compare and contrast marketing in a profit-oriented corporate and a nonprofit social environment.
2	Analyze the impact of environment on social marketing & study the various behavior models/frameworks/theories for social change.
3	To study the basis of Segmentation, Targeting and Positioning and identify marketing mix of social marketing.
4	To provide an overview of the Not for Profit Sector (NPO) and comment on the CSR provision in the companies act of 2013.
5	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

Sr. No.	Modules / Units
1	<b>Introduction to Social Marketing &amp; Its Environment</b>
	<p>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>Environment in Social Marketing, Components, Impact of Environment on Social Marketing.</p>
2	<b>Social Marketing Plan, STP and Marketing Mix</b>
	<ul style="list-style-type: none"> <li>● <b>Social Marketing Plan, Segmentation, Targeting &amp; Positioning</b> Social Marketing Plan, Steps in developing social marketing plan, importance of planning. Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning.</li> <li>● <b>Social Marketing Mix</b> <ol style="list-style-type: none"> <li>1. Product: Social Product, Level of Product, Social Product Branding Decision.</li> <li>2. Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies.</li> <li>3. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel</li> <li>4. Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.</li> </ol> </li> </ul>
3	<b>Managing Behaviour for Social Change &amp; NPO &amp; CSR</b>
	<ul style="list-style-type: none"> <li>● <b>Managing Behaviour for Social Change</b> Types of Behaviour Objectives, Knowledge objectives and belief objectives, Behaviour Change Models, Theories and Frameworks: Social Norm Theory, The diffusion of innovation model, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The behavioural economics framework and the nudge factor, the science of habit framing,</li> <li>● <b>Not for Profit Organization (NPO) &amp; CSR</b> Meaning, NGO, Voluntary Organization, Third Sector, NPO Sector. Status of Voluntary sector in India. Starting a Voluntary Organization in India: Trust, Society, Section 8 Company under the Companies Act of 2013. CSR, Meaning, Overview of CSR in India, Overview of CSR rules for corporation under Companies Act of 2013, CSR Impact Evaluation. Need for Governance in Not for Profit Sector, Ethics in Social Marketing</li> </ul>
4	<b>Social Marketing – A Sectoral Overview &amp; Careers</b>
	<ul style="list-style-type: none"> <li>● Marketing Health</li> <li>● Marketing Education</li> <li>● Marketing Medicare</li> <li>● Marketing Sanitation</li> <li>● Marketing Financial Literacy &amp; Savings</li> <li>● Marketing Digital Literacy</li> <li>● Marketing of Social Issues of Youth.</li> <li>● Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.</li> </ul>

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

**1. Recruitment & Selection**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Recruitment	18
2	Selection	15
3	Induction	15
4	Soft Skills	12
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization.
2	To give an in depth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject.

Sr. No.	Modules / Units
1	<b>Recruitment</b>
	<ul style="list-style-type: none"> <li>• <b>Concepts of Recruitment</b>- -Meaning, Objectives, Scope &amp; Definition, Importance and relevance of Recruitment.</li> <li>• <b>Job Analysis</b>--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis</li> <li>• <b>Job Design</b>--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.</li> <li>• <b>Source or Type of Recruitment</b>– a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (In-House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).</li> <li>• <b>Technique of Recruitment</b>-Traditional Vs Modern Recruitment</li> <li>• <b>Evaluation of Recruitment</b>-Outsourcing Programme</li> </ul>
2	<b>Selection</b>
	<ul style="list-style-type: none"> <li>• <b>Selection</b>-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</li> <li>• <b>Screening</b>-Pre and Post Criteria for Selection, Steps of Selection</li> <li>• <b>Interviewing</b>-Types and Guidelines for Interviewer &amp; Interviewee, Types of Selection Tests, Effective Interviewing Techniques.</li> <li>• <b>Selection Hurdles</b> and Ways to Overcome Them</li> </ul>
3	<b>Induction</b>
	<ul style="list-style-type: none"> <li>• <b>Induction</b>-Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective</li> <li>• <b>Orientation &amp; On boarding</b>-Programme and Types, Process.</li> <li>• <b>Socialisation</b>-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics</li> <li>• <b>Current trends</b> in Recruitment and Selection Strategies– with respect to Service, Finance, I.T., Law And Media Industry</li> </ul>
4	<b>Soft Skills</b>
	<ul style="list-style-type: none"> <li>• Preparing Bio-data and C.V.</li> <li>• Social and Soft Skills – Group Discussion &amp;Personal Interview, Video and Tele Conferencing Skills,</li> <li>• Presentation and Negotiation Skills, Aesthetic Skills,</li> <li>• Etiquettes-Different Types and Quitting Techniques.</li> <li>• Exit Interview-Meaning, importance.</li> </ul>

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

**2. Motivation & Leadership**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Motivation -I	12
2	Motivation-II	15
3	Leadership-I	17
4	Leadership-II	16
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To gain knowledge of the leadership strategies for motivating people and changing organizations
2	To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences
3	To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context

Sr. No.	Modules / Units
<b>1</b>	<b>Motivation-I</b>
	<ul style="list-style-type: none"> <li>• Concept of motivation, Importance, Tools of Motivation.</li> <li>• Theory Z, Equity theory.</li> <li>• Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.</li> </ul>
<b>2</b>	<b>Motivation-II</b>
	<ul style="list-style-type: none"> <li>• East v/s West, motivating workers (in context to Indian workers)</li> <li>• The Indian scene – basic differences.</li> <li>• Work –Life balance – concept, differences, generation and tips on work life balance.</li> </ul>
<b>3</b>	<b>Leadership-I</b>
	<ul style="list-style-type: none"> <li>• Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership.</li> <li>• Theories –Trait Theory, Behavioural Theory, Path Goal Theory.</li> <li>• Transactional v/s Transformational leaders.</li> <li>• Strategic leaders– meaning, qualities.</li> <li>• Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)</li> </ul>
<b>4</b>	<b>Leadership-II</b>
	<ul style="list-style-type: none"> <li>• Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump)</li> <li>• Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein).</li> <li>• Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader.</li> </ul>



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

**3. Employees Relations & Welfare**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Employee Relations and Collective Bargaining	15
2	Overview of Employee Welfare	15
3	Welfare and Work Environment Management	15
4	Workers Participation and Employee Grievance	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand the nature and importance of employee relations in an organization
2	To understand the importance of collective bargaining and Workers participation
3	To understand the causes and effects of employee grievances as well as the procedure to solve the same

Sr. No.	Modules / Units
1	<b>Overview of Employee Relations and Collective Bargaining</b>
	<ul style="list-style-type: none"> <li>• <b>Employee Relations</b> - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations</li> <li>• <b>Employee Relation Policies</b> – Meaning and Scope.</li> <li>• <b>Ways to Improve Employee Relations</b></li> <li>• <b>Collective Bargaining</b> – 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</li> <li>• <b>Collective Bargaining Strategies</b> - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining</li> <li>• <b>Current Trends</b> in Collective Bargaining</li> </ul>
2	<b>Overview of Employee Welfare</b>
	<ul style="list-style-type: none"> <li>• Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group.</li> <li>• <b>Historical Development of Employee/ Labour Welfare in India</b> – Pre and Post-Independence, Employee/ Labour Welfare Practices in India</li> <li>• <b>Approaches to Employee/ Labour Welfare</b> – Paternalistic, Atomistic, Mechanistic, Humanistic approach</li> <li>• <b>Theories of Employee Welfare</b>—Policing Theory, Religion Theory, Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory</li> <li>• <b>Administration of Welfare Facilities</b> – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness.</li> </ul>
3	<b>Welfare and Work Environment Management</b>
	<ul style="list-style-type: none"> <li>• <b>Agencies for Labour Welfare</b> – Central Government, State Government, Employers, Trade Union</li> <li>• <b>Women Welfare</b> - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare</li> <li>• <b>Responsibility of Employers towards labour welfare</b></li> <li>• <b>Work Environment Management</b> – Meaning, Need for healthy work environment, measures for providing healthy work, Fatigue at work – Meaning, Causes and Symptoms of Fatigue, Boredom at Workplace – Meaning, Hazards at Workplace – Meaning, Types of Hazards – Physical and Social, Hazard Management – Meaning and Process, Hazard Audit - Concept</li> <li>• <b>Accidents and Safety Issues at Workplace</b> – Safety, Safety Culture</li> </ul>
4	<b>Workers Participation and Employee Grievance</b>
	<ul style="list-style-type: none"> <li>• <b>Workers Participation in Management</b> – 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.</li> <li>• <b>Employee Grievance</b> – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of Handling Grievance</li> <li>• Role of Industrial Relations Manager in Promoting &amp; Establishing Peaceful Employee Relations</li> </ul>

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

**4. Organisation Behaviour & HRM**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Organisational Behaviour I	12
2	Organisational Behaviour II	13
3	Human Resource Management-I	17
4	Human Resource Management-II	18
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective of this course is to familiarize the student with the fundamental aspects of Various issues associated with Human Resource Management as a whole.
2	The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management.
3	To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.

Sr. No.	Modules / Units
1	<b>Organisational Behaviour-I</b>
	<ul style="list-style-type: none"> <li>• Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB</li> <li>• Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture&amp; Climate</li> <li>• Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</li> <li>• Human Relations and Organizational Behaviour</li> </ul>
2	<b>Organisational Behaviour-II</b>
	<ul style="list-style-type: none"> <li>• Managing Communication: Conflict management techniques.</li> <li>• Time management strategies.</li> <li>• Learning Organization and Organizational Design</li> <li>• Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing</li> </ul>
3	<b>Human Resource Management-I</b>
	<ul style="list-style-type: none"> <li>• HRM-Meaning, objectives, scope and functions</li> <li>• HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies</li> <li>• HRD-Concept ,meaning, objectives, HRD functions</li> </ul>
4	<b>Human Resource Management-II</b>
	<ul style="list-style-type: none"> <li>• Performance Appraisal: concept, process, methods and problems, KRA'S</li> <li>• Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.</li> <li>• Career planning-concept of career Planning, Career stages and carrier planning</li> </ul>

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**2. Ability Enhancement Courses (AEC)  
2A. Ability Enhancement Compulsory Course**

**3. Information Technology in Business Management-I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to IT Support in Management	15
2	Office Automation using MS-Office	15
3	Email, Internet and its Applications	15
4	E-Security	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To learn basic concepts of Information Technology, its support and role in Management, for managers
2	Module II comprises of practical hands on training required for office automation. It is expected to have practical sessions of latest MS-Office software
3	To understand basic concepts of Email, Internet and websites, domains and security therein
4	To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features

Sr. No.	Modules / Units
1	<p data-bbox="326 195 867 226"><b>Introduction to IT Support in Management</b></p> <ul style="list-style-type: none"> <li data-bbox="326 243 802 275">• <b>Information Technology concepts</b> Concept of Data, Information and Knowledge Concept of Database</li> <li data-bbox="326 354 1187 386">• <b>Introduction to Information Systems and its major components.</b> Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> <li data-bbox="375 506 1321 537">▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li data-bbox="375 541 808 573">▪ Office Automation System(OAS)</li> <li data-bbox="375 577 857 609">▪ Transaction Processing System(TPS)</li> <li data-bbox="375 613 899 644">▪ Management Information System(MIS)</li> <li data-bbox="375 648 805 680">▪ Decision Support Systems (DSS)</li> <li data-bbox="375 684 837 716">▪ Executive Information System(EIS)</li> <li data-bbox="375 720 915 751">▪ Knowledge based system, Expert system</li> </ul> </li> <li data-bbox="326 768 976 800">• <b>Success and Failure of Information Technology.</b> Failures of Nike and AT&amp;T</li> <li data-bbox="326 842 680 873">• <b>IT Development Trends.</b> Major areas of IT Applications in Management</li> <li data-bbox="326 919 1045 951">• <b>Concept of Digital Economy and Digital Organization.</b></li> <li data-bbox="326 955 537 987">• <b>IT Resources</b> Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</li> </ul>
2	<p data-bbox="326 1077 768 1108"><b>Office Automation using MS Office</b></p> <ul style="list-style-type: none"> <li data-bbox="326 1125 906 1377">• <b>Learn Word:</b> Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature.</li> <li data-bbox="326 1381 1393 1713">• <b>Spreadsheet application (e.g. MS-Excel/openoffice.org)</b> Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</li> <li data-bbox="326 1717 1393 1936">• <b>Presentation Software</b> Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</li> </ul>

Sr. No.	Modules / Units
3	<b>Email, Internet and its Applications</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Email</b> Writing professional emails Creating digitally signed documents.</li> <li>• <b>Use of Outlook</b> : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software</li> <li>• <b>Internet</b> Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN</li> <li>• <b>DNS Basics.</b> Domain Name Registration, Hosting Basics.</li> <li>• <b>Emergence of E-commerce and M-Commerce</b> Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.</li> </ul>
4	<b>E-Security Systems</b>
	<ul style="list-style-type: none"> <li>• <b>Threats to Computer systems and control measures.</b> Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management</li> <li>• <b>IT Risk</b> Definition, Measuring IT Risk, Risk Mitigation and Management</li> <li>• <b>Information Systems Security</b></li> <li>• <b>Security on the internet</b> Network and website security risks Website Hacking and Issues therein. Security and Email</li> <li>• <b>E-Business Risk Management Issues</b> Firewall concept and component, Benefits of Firewall</li> <li>• <b>Understanding and defining Enterprise wide security framework</b></li> <li>• <b>Information Security Environment in India with respect to real Time Application in Business</b> Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E-Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions</li> <li>• <b>Threat Hunting Software</b></li> </ul>

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course –III  
Environmental Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Environmental Concepts	12
2	Environment degradation	11
3	Sustainability and role of business	11
4	Innovations in business- an environmental Perspective	11
<b>Total</b>		<b>45</b>



Sr. No.	Modules / Units
1	<b>Environmental Concepts:</b>
	<ul style="list-style-type: none"> <li>• <b>Environment:</b> Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</li> <li>• <b>Biogeochemical cycles</b> - Concept and water cycle</li> <li>• Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid</li> <li>• <b>Resources:</b> Meaning, classification( Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li> </ul>
2	<b>Environment degradation</b>
	<ul style="list-style-type: none"> <li>• <b>Degradation</b>-Meaning and causes, degradation of land, forest and agricultural land and its remedies</li> <li>• <b>Pollution</b> – meaning, types, causes and remedies (land, air, water and others)</li> <li>• <b>Global warming:</b> meaning, causes and effects.</li> <li>• <b>Disaster Management:</b> meaning, disaster management cycle.</li> <li>• <b>Waste Management:</b> Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li> </ul>
3	<b>Sustainability and role of business</b>
	<ul style="list-style-type: none"> <li>• Sustainability: Definition, importance and Environment Conservation.</li> <li>• Environmental clearance for establishing and operating Industries in India.</li> <li>• EIA, Environmental auditing, ISO 14001</li> <li>• Salient features of Water Act, Air Act and Wildlife Protection Act.</li> <li>• Carbon bank &amp; Kyoto protocol</li> </ul>
4	<b>Innovations in business- an environmental perspective</b>
	<p><b>Non-Conventional energy sources-</b> Wind, Bio-fuel, Solar, Tidal and Nuclear Energy.</p> <p>Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits ,other business projects for greener future</p>

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***2. Ability Enhancement Courses (AEC)  
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**Foundation Course- Contemporary Issues- III**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Human Rights Provisions, Violations and Redressal	12
2	Dealing With Environmental Concerns	11
3	Science and Technology I	11
4	Soft Skills for Effective Interpersonal Communication	11
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<p><b>Human Rights Violations and Redressal</b></p> <p>A. Scheduled Castes- Constitutional and legal rights, Forms of violations, Redressal mechanisms. <b>(2 Lectures)</b></p> <p>B. Scheduled tribes- Constitutional and legal rights, Forms of violations, Redressal mechanisms. <b>(2 Lectures)</b></p> <p>C. Women- Constitutional and legal rights, Forms of violations, Redressal mechanisms. <b>(2 Lectures)</b></p> <p>D. Children- Constitutional and legal rights, Forms of violations, Redressal mechanisms. <b>(2 Lectures)</b></p> <p>E. People with Disabilities, Minorities, and the Elderly population- Constitutional and legal rights, Forms of violations, Redressal mechanisms. <b>(4 Lectures)</b></p>
2	<p><b>Dealing With Environmental Concerns</b></p> <p>A. Concept of Disaster and general effects of Disasters on human life- physical, psychological, economic and social effects. <b>(3 Lectures)</b></p> <p>B. Some locally relevant case studies of environmental disasters. <b>(2 Lectures)</b></p> <p>C. Dealing with Disasters - Factors to be considered in Prevention, Mitigation (Relief and Rehabilitation) and disaster Preparedness. <b>(3 Lectures)</b></p> <p>D. Human Rights issues in addressing disasters- issues related to compensation, equitable and fair distribution of relief and humanitarian approach to resettlement and rehabilitation. <b>(3 Lectures)</b></p>
3	<p><b>Science and Technology – I</b></p> <p>A. <b>Development of Science</b>- the ancient cultures, the Classical era, the Middle Ages, the Renaissance, the Age of Reason and Enlightenment. <b>(3 Lectures)</b></p> <p>B. <b>Nature of science</b>- its principles and characteristics; Science as empirical, practical, theoretical, validated knowledge. <b>(2 Lectures)</b></p> <p>C. <b>Science and Superstition</b>- the role of science in exploding myths, blind beliefs and prejudices; Science and scientific temper- scientific temper as a fundamental duty of the Indian citizen. <b>(3 Lectures)</b></p> <p>D. <b>Science in everyday life</b>- technology, its meaning and role in development; Interrelation and distinction between science and technology. <b>(3 Lectures)</b></p>
4	<p><b>Soft Skills for Effective Interpersonal Communication</b></p> <p><b>Part A</b> <b>(4 Lectures)</b></p> <p>I) Effective Listening - Importance and Features.</p> <p>II) Verbal and Non-Verbal Communication; Public-Speaking and Presentation Skills.</p> <p>III) Barriers to Effective Communication; Importance of Self-Awareness and Body Language.</p> <p><b>Part B</b> <b>(4 Lectures)</b></p> <p>I) Formal and Informal Communication - Purpose and Types.</p> <p>II) Writing Formal Applications, Statement of Purpose (SOP) and Resume.</p> <p>III) Preparing for Group Discussions, Interviews and Presentations.</p> <p><b>Part C</b> <b>(3 Lectures)</b></p> <p>I) Leadership Skills and Self-Improvement - Characteristics of Effective Leadership.</p> <p>II) Styles of Leadership and Team-Building.</p>

## References

1. Asthana, D. K., and Asthana, Meera, *Environmental Problems and Solutions*, S. Chand, New Delhi, 2012.
2. Bajpai, Asha, *Child Rights in India*, Oxford University Press, New Delhi, 2010.
3. Bhatnagar Mamta and Bhatnagar Nitin, *Effective Communication and Soft Skills*, Pearson India, New Delhi, 2011.
4. G Subba Rao, *Writing Skills for Civil Services Examination*, Access Publishing, New Delhi, 2014
5. Kaushal, Rachana, *Women and Human Rights in India*, Kaveri Books, New Delhi, 2000.
6. Mohapatra, Gaur Krishna Das, *Environmental Ecology*, Vikas, Noida, 2008.
7. Motilal, Shashi, and Nanda, Bijoy Lakshmi, *Human Rights: Gender and Environment*, Allied Publishers, New Delhi, 2007.
8. Murthy, D. B. N., *Disaster Management: Text and Case Studies*, Deep and Deep Publications, New Delhi, 2013.
9. Parsuraman, S., and Unnikrishnan, ed., *India Disasters Report II*, Oxford, New Delhi, 2013
10. Reza, B. K., *Disaster Management*, Global Publications, New Delhi, 2010.
11. Sathe, Satyaranjan P., *Judicial Activism in India*, Oxford University Press, New Delhi, 2003.
12. Singh, Ashok Kumar, *Science and Technology for Civil Service Examination*, Tata McGraw Hill, New Delhi, 2012.
13. Thorpe, Edgar, *General Studies Paper I Volume V*, Pearson, New Delhi, 2017.

### Projects / Assignments (for Internal Assessment)

- i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.
- ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.
- iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.
- iv. Students can work in groups of not more than 8 per topic.
- v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

### QUESTION PAPER PATTERN (Semester III)

The Question Paper Pattern for Semester End Examination shall be as follows:

**TOTAL MARKS: 75**

**DURATION: 150 MINUTES**

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
<b>1</b>	<b>i.</b> Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. <b>ii.</b> Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester <b>iii.</b> In all 8 Questions will be asked out of which 5 have to be attempted.	<b>a)</b> Total marks: 15 <b>b)</b> For 1 A, there will be 3 marks for each sub-question. <b>c)</b> For 1 B there will be 15 marks without any break-up.
<b>2</b>	Descriptive Question with internal option (A or B) on Module 1	15
<b>3</b>	Descriptive Question with internal option (A or B) on Module 2	15
<b>4</b>	Descriptive Question with internal option (A or B) on Module 3	15
<b>5</b>	Descriptive Question with internal option (A or B) on Module 4	15

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***2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course in NSS - III**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Value System & Gender sensitivity	12
2	Disaster preparedness & Disaster management	10
3	Health, hygiene & Diseases	13
4	Environment & Energy conservation	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Value System &amp; Gender sensitivity</b>
	<p><b>UNIT - I – Value System</b>  Meaning of value, Types of values- human values and social responsibilities- Indian value system- the concepts and its features</p> <p><b>UNIT - II - Gender sensitivity and woman empowerment</b>  Concept of gender- causes behind gender related problems- measures  Meaning of woman empowerment- schemes for woman empowerment in India</p>
2	<b>Disaster preparedness &amp; Disaster management</b>
	<p><b>UNIT - I - Basics of Disaster preparedness</b>  Disaster- its meaning and types  Disaster preparedness- its meaning and methods</p> <p><b>UNIT - II - Disaster management</b>  Disaster management- concept- disaster cycle - role of technology in disaster response- role of as first responder – the study of ‘Avhan’ Model</p>
3	<b>Health, hygiene &amp; Diseases</b>
	<p><b>UNIT - I - Health and hygiene</b>  Concept of complete health and maintenance of hygiene</p> <p><b>UNIT - II - Diseases and disorders- preventive campaigning</b>  Diseases and disorders- preventive campaigning in Malaria, Tuberculosis, Dengue, Cancer, HIV/AIDS, Diabetes</p>
4	<b>Environment &amp; Energy conservation</b>
	<p><b>UNIT - I Environment and Environment enrichment program</b>  Environment- meaning, features , issues, conservation of natural resources and sustainability in environment</p> <p><b>UNIT - II Energy and Energy conservation program</b>  Energy- the concept, features- conventional and non- conventional energy  Energy conservation- the meaning and importance</p>

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

***4. Foundation Course in NCC - III***

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training and Environment Awareness and Conservation	05
4	Personality Development and Leadership	10
5	Specialized subject (ARMY)	10
	<b>Total</b>	<b>45</b>



Sr. No.	Modules / Units
1	<b>National Integration &amp; Awareness</b>
	<p><b>Desired outcome:</b> The students will display sense of patriotism, secular values and shall be transformed into motivated youth who will contribute towards nation building through national unity and social cohesion.</p> <p>The students shall enrich themselves about the history of our beloved country and will look forward for the solutions based on strengths to the challenges to the country for its development.</p> <ul style="list-style-type: none"> <li>• Freedom Struggle and nationalist movement in India.</li> <li>• National interests, Objectives, Threats and Opportunities.</li> <li>• Problems/ Challenges of National Integration.</li> <li>• Unity in Diversity</li> </ul>
2	<b>Drill: Foot Drill</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• Side pace, pace forward and to the rear</li> <li>• Turning on the march and whiling</li> <li>• Saluting on the march</li> <li>• Marking time, forward march and halt in quick time</li> <li>• Changing step</li> <li>• Formation of squad and squad drill</li> </ul>
3	<b>Adventure Training, Environment Awareness and Conservation</b>
3A	<b>Adventure Training</b>
	<p><b>Desired outcome:</b> The students will overcome fear &amp; inculcate within them the sense of adventure, sportsmanship, esprit-d-corp and develop confidence, courage, determination, diligence and quest for excellence.</p> <ul style="list-style-type: none"> <li>• Any Two such as – Obstacle course, Slithering, Trekking, Cycling, Rock Climbing, Para Sailing, Sailing, Scuba Diving etc.</li> </ul>
3B	<b>Environment Awareness and Conservation</b>
	<p><b>Desired outcome:</b> The student will be made aware of the modern techniques of waste management and pollution control.</p> <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Pollution control, water, Air, Noise and Soil</li> </ul>
4	<b>Personality Development and Leadership</b>
	<p><b>Desired outcome:</b> The student will inculcate officer like qualities with desired ability to take right decisions.</p> <ul style="list-style-type: none"> <li>• Time management</li> <li>• Effect of Leadership with historical examples</li> <li>• Interview Skills</li> <li>• Conflict Motives- Resolution</li> </ul>

Sr. No.	Modules / Units
5	Specialized Subject: Army Or Navy Or Air
	<p><b><u>Army</u></b>  <b>Desired outcome:</b> It will acquaint, expose &amp; provide knowledge about Army/ Navy/ Air force and to acquire information about expanse of Armed Forces ,service subjects and important battles</p> <p><b>A. Armed Force</b></p> <ul style="list-style-type: none"> <li>• Task and Role of Fighting Arms</li> <li>• Modes of Entry to Army</li> <li>• Honors and Awards</li> </ul> <p><b>B. Introduction to Infantry and weapons and equipments</b></p> <ul style="list-style-type: none"> <li>• Characteristics of 5.56mm INSAS Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning</li> <li>• Organization of Infantry Battalion.</li> </ul> <p><b>C. Military history</b></p> <ul style="list-style-type: none"> <li>• Study of battles of Indo-Pak War 1965,1971 and Kargil</li> <li>• War Movies</li> </ul> <p><b>D. Communication</b></p> <ul style="list-style-type: none"> <li>• Characteristics of Walkie-Talkies</li> <li>• Basic RT Procedure</li> <li>• Latest trends and Development (Multi Media, Video Conferencing, IT)</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b><u>Navy</u></b></p> <p><b>A. Naval orientation and service subjects</b></p> <ul style="list-style-type: none"> <li>• Organization of Ship- Introduction on Onboard Organization</li> <li>• Naval Customs and Traditions</li> <li>• Mode of Entry into Indian Navy</li> <li>• Branches of the Navy and their functions</li> <li>• Naval Campaign (Battle of Atlantic, Pearl Harbour, Falkland War/Fleet Review/ PFR/ IFR)s</li> </ul> <p><b>B. Ship and Boat Modelling</b></p> <ul style="list-style-type: none"> <li>• Types of Models</li> <li>• Introduction of Ship Model- Competition Types of Model Prepare in NSC and RDC</li> <li>• Care and handling of power-tools used- maintenance and purpose of tools</li> </ul>

Sr. No.	Modules / Units
	<p><b>C. Search and Rescue</b></p> <ul style="list-style-type: none"> <li>• Role of Indian Coast Guard related to SAR</li> </ul> <p><b>D. Swimming</b></p> <ul style="list-style-type: none"> <li>• Floating and Breathing Techniques- Precautions while Swimming</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b><u>AIR</u></b></p> <p><b>A. General Service Knowledge</b></p> <ul style="list-style-type: none"> <li>• Organization Of Air Force</li> <li>• Branches of the IAF.</li> </ul> <p><b>B. Principles of Flight</b></p> <ul style="list-style-type: none"> <li>• Venturi Effect</li> <li>• Aerofoil</li> <li>• Forces on an Aircraft</li> <li>• Lift and Drag</li> </ul> <p><b>C. Airmanship</b></p> <ul style="list-style-type: none"> <li>• ATC/RT Procedures</li> <li>• Aviation Medicine</li> </ul> <p><b>D. Aero- Engines</b></p> <ul style="list-style-type: none"> <li>• Types of Engines</li> <li>• Piston Engines</li> <li>• Jet Engines</li> <li>• Turboprop Engines</li> </ul>

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***2. Ability Enhancement Courses (AEC)  
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**4. Foundation Course in Physical Education - III**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Nutrition	10
2	Evaluation of Health, Fitness and Wellness	10
3	Prevention and Care of Exercise Injuries	10
4	Sports Training	15
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Overview of Nutrition</b>
	<ul style="list-style-type: none"> <li>• Introduction to nutrition &amp; its principles</li> <li>• Role of Nutrition in promotion of health</li> <li>• Dietary Guidelines for Good Health</li> <li>• Regulation of water in body and factors influencing body temperature.</li> </ul>
2	<b>Evaluation of Health, Fitness and Wellness</b>
	<ul style="list-style-type: none"> <li>• Meaning &amp; Concept of holistic health</li> <li>• Evaluating Personal health-basic parameters</li> <li>• Evaluating Fitness Activities – Walking &amp; Jogging</li> <li>• Myths &amp; mis-conceptions of Personal fitness</li> </ul>
3	<b>Prevention and Care of Exercise Injuries</b>
	<ul style="list-style-type: none"> <li>• Types of Exercise Injuries</li> <li>• First Aid- Importance &amp; application in Exercise Injuries</li> <li>• Management of Soft tissues injuries</li> <li>• Management of bone injuries</li> </ul>
4	<b>Sports Training</b>
	<ul style="list-style-type: none"> <li>• Definition, aims &amp; objectives of Sports training</li> <li>• Importance of Sports training</li> <li>• Principles of Sports training</li> <li>• Drug abuse &amp; its effects</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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**3. Core Courses (CC)**

**5. Business Planning & Entrepreneurial Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Foundations of Entrepreneurship Development	15
2	Types & Classification Of Entrepreneurs	15
3	Entrepreneur Project Development & Business Plan	15
4	Venture Development	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2	To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

Sr. No.	Modules / Units
1	<b>Foundations of Entrepreneurship Development:</b>
	<ul style="list-style-type: none"> <li>● <b>Foundations of Entrepreneurship Development:</b> Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur</li> <li>● <b>Theories of Entrepreneurship:</b> Innovation Theory by Schumpeter &amp; Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen</li> <li>● <b>External Influences on Entrepreneurship Development:</b> Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.</li> </ul>
2	<b>Types &amp; Classification Of Entrepreneurs</b>
	<ul style="list-style-type: none"> <li>● Intrapreneur –Concept and Development of Intrapreneurship</li> <li>● Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</li> <li>● Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s.</li> <li>● Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&amp;A)</li> </ul>
3	<b>Entrepreneur Project Development &amp; Business Plan</b>
	<ul style="list-style-type: none"> <li>● Innovation, Invention, Creativity, Business Idea, Opportunities through change.</li> <li>● Idea generation– Sources-Development of product /idea,</li> <li>● Environmental scanning and SWOT analysis</li> <li>● Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</li> <li>● Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.</li> <li>● Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management, Ownership,</li> <li>● Critical Risk Contingencies of the proposal, Scheduling and milestones.</li> </ul>
4	<b>Venture Development</b>
	<ul style="list-style-type: none"> <li>● Steps involved in starting of Venture</li> <li>● Institutional support to an Entrepreneur</li> <li>● Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</li> <li>● Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.</li> <li>● New trends in entrepreneurship</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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with Effect from the Academic Year 2017-2018**

**3. Core Courses (CC)**

**6. Accounting for Managerial Decisions**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Analysis and Interpretation of Financial statements	15
2	Ratio analysis and Interpretation	15
3	Cash flow statement	15
4	Working capital	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To acquaint management learners with basic accounting fundamentals.
2	To develop financial analysis skills among learners.
3	The course aims at explaining the core concepts of business finance and its importance in managing a business



Sr. No.	Modules / Units
1	<b>Analysis and Interpretation of Financial statements</b>
	<ul style="list-style-type: none"> <li>• Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies</li> <li>• Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend Analysis, Comparative Statement &amp; Common Size.</li> </ul>
2	<b>Ratio analysis and Interpretation</b>
	<ul style="list-style-type: none"> <li>• <b>Ratio analysis and Interpretation</b>(based on vertical form of financial statements)including conventional and functional classification restricted to:</li> <li>• <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>• <b>Revenue statement ratios:</b> Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</li> <li>• <b>Combined ratios:</b> Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,</li> <li>• <b>Different modes of expressing ratios:</b>-Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.</li> </ul>
3	<b>Cash flow statement</b>
	Preparation of cash flow statement(AccountingStandard-3(revised))
4	<b>Working capital</b>
	<ul style="list-style-type: none"> <li>• <b>Working capital</b>-Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</li> <li>• <b>Receivables management</b>-Meaning &amp; Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</li> </ul>

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**3. Core Courses (CC)**

**7. Strategic Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	12
2	Strategy Formulation	16
3	Strategic Implementation	18
4	Strategic Evaluation & Control	14
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.
2	The focus is to critically examine the management of the entire enterprise from the Top Management view points.
3	This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Business Policy</b>-Meaning, Nature, Importance</li> <li>• <b>Strategy</b>-Meaning, Definition</li> <li>• <b>Strategic Management</b>-Meaning, Definition, Importance, Strategic management</li> <li>• Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> <li>• <b>Strategic Intent</b>-Mission, Vision, Goals, Objective, Plans</li> </ul>
2	<b>Strategy Formulation</b>
	<ul style="list-style-type: none"> <li>• Environment Analysis and Scanning(SWOT )</li> <li>• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>• Business Level Strategy(Cost Leadership, Differentiation, Focus)</li> <li>• Functional Level Strategy(R&amp;D, HR, Finance, Marketing, Production)</li> </ul>
3	<b>Strategic Implementation</b>
	<ul style="list-style-type: none"> <li>• Models of Strategy making.</li> <li>• Strategic Analysis&amp; Choices &amp;Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work</li> <li>• Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level.</li> </ul>
4	<b>Strategic Evaluation &amp; Control</b>
	<p><b>Strategic Evaluation &amp; Control</b>– Meaning, Steps of Evaluation &amp; Techniques of Control</p> <p>Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy &amp; its Relevance.</p> <p>Change Management– Elementary Concept</p>

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

*(To be implemented from Academic Year- 2017-2018)*

## Semester IV

No. of Courses	Semester IV	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1& 2	*Any one group of courses from the following list of the courses	<b>06</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
3	Information Technology in Business Management-II	<b>03</b>
<b>2B</b>	<b><i>**Skill Enhancement Courses (SEC)</i></b>	
4	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
5	Business Economics-II	<b>03</b>
6	Business Research Methods	<b>03</b>
7	Production & Total Quality Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

<b><i>**List of Skill Enhancement Courses (SEC) for Semester IV (Any One)</i></b>	
1	Foundation Course (Ethics & Governance )- IV
2	Foundation Course- Contemporary Issues- IV
3	Foundation Course in NSS - IV
4	Foundation Course in NCC - IV
5	Foundation Course in Physical Education - IV

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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**Elective Courses (EC)  
Group A. Finance Electives**

**1. Financial Institutions & Markets**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Financial System in India	16
2	Financial Regulators & Institutions in India (detail discussion on their role and functions )	16
3	Financial Markets (In Details)	16
4	Managing Financial Systems Design	12
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The Course aims at providing the students basic knowledge about the structure, role and functioning of financial institutions and markets in the financial system in India.
2	To inculcate understanding relating to managing of financial system

Sr. No.	Modules / Units
1	<b>Financial System in India</b>
	<ul style="list-style-type: none"> <li>• <b>Financial System Theoretical Settings</b> – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development , Phases of Indian financial system since independence ( State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) ( Only an Overview) Monitoring Framework for financial Conglomerates,</li> <li>• <b>Structure of Indian financial system</b> – Financial Institutions ( Banking &amp; Non-Banking ), Financial Markets ( Organized and Unorganized) Financial Assets/Instruments, Financial Services( Fund based &amp; Free Based) – ( In details)</li> <li>• <b>Microfinance</b> - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India</li> </ul>
2	<b>Financial Regulators &amp; Institutions in India (detail discussion on their role and functions )</b>
	<ul style="list-style-type: none"> <li>• <b>Financial Regulators</b> – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA.</li> <li>• <b>Financial Institutions-</b> Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India ( LIC, GIC) NBFC services provided by NBFC.</li> <li>• <b>Specialized Financial Institutions</b> – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC ( Their role, functions and area of concerns)</li> </ul>
3	<b>Financial Markets ( In Details)</b>
	<ul style="list-style-type: none"> <li>• <b>Indian Money Market</b> – Meaning, Features, Functions, Importance, Defects, Participants, Components ( Organized and Unorganized) ( in details) and Reforms</li> <li>• <b>Indian Capital Market</b> - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR</li> <li>• <b>Introduction of Commodity and Derivative Markets</b></li> <li>• <b>Insurance and Mutual funds</b> – An introduction</li> </ul>
4	<b>Managing Financial Systems Design</b>
	<ul style="list-style-type: none"> <li>• <b>Financial System Design</b> – Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems</li> <li>• <b>At global level</b> – Financial system designs of Developed countries ( Japan, Germany , UK and USA) ( Brief Summary)</li> <li>• <b>Case studies</b> relating to disinvestments polices of PSU in India, Global crises and failures in market systems around world</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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with Effect from the Academic Year 2017-2018**

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

**2. Auditing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Auditing	15
2	Audit Planning, Procedures and Documentation	15
3	Auditing Techniques and Internal Audit Introduction	15
4	Auditing Techniques: Vouching & Verification	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To enable students get acquaint with the various concepts of auditing.
2	To ensure students understand and practice the various techniques of auditing while managing their finances

Sr. No.	Modules / Units
1	<b>Introduction to Auditing</b>
	<ul style="list-style-type: none"> <li>• <b>Basics</b> – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing.</li> <li>• <b>Errors &amp; Frauds</b> – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud</li> <li>• <b>Principles of Audit</b> – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audi Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</li> <li>• <b>Types of Audit</b> – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit</li> </ul>
2	<b>Audit Planning, Procedures and Documentation</b>
	<ul style="list-style-type: none"> <li>• <b>Audit Planning</b> – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach.</li> <li>• <b>Audit Program</b> – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach</li> <li>• <b>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</li> <li>• <b>Audit Notebook</b> – Meaning, structure, Contents, General Information, Current Information, Importance</li> </ul>
3	<b>Auditing Techniques and Internal Audit Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Test Check</b> - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.</li> <li>• <b>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</li> <li>• <b>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. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</li> <li>• <b>Internal Audit</b> - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit</li> </ul>



Sr. No.	Modules / Units
4	<b>Auditing Techniques: Vouching &amp; Verification</b>
	<ul style="list-style-type: none"> <li>• <b>Audit of Income</b> - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received</li> <li>• <b>Audit of Expenditure</b> - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense</li> <li>• <b>Audit of Assets Book Debts / Debtors, Stocks</b> -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures</li> <li>• <b>Audit of Liabilities</b> - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities</li> </ul>

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

**3. Strategic Cost Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Strategic Cost Management(Only Theory)	20
2	Activity Based Costing	20
3	Strategic Cost Management performance assessment (Only theory )	08
4	Variance Analysis & Responsibility Accounting (Practical Problems)	12
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting
2	The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place.

Sr. No.	Modules / Units
1	<b>Introduction to Strategic Cost Management(Only Theory)</b>
	<ul style="list-style-type: none"> <li>• <b>Strategic Cost Management (SCM):</b> Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing(An Overview)</li> </ul>
2	<b>Activity Based Costing</b>
	<ul style="list-style-type: none"> <li>• <b>Activity Based Management and Activity Based Budgeting:</b> Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (<b>Practical Problems on ABC</b>), Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)</li> </ul>
3	<b>Strategic Cost Management performance assessment (Only theory )</b>
	<ul style="list-style-type: none"> <li>• Cost Audit &amp; Management Audit under companies Act, with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation</li> </ul>
4	<b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b>
	<ul style="list-style-type: none"> <li>• <b>Standard Costing</b> (Material, Labour, Overhead, Sales &amp; Profit)</li> <li>• <b>Responsibility Accounting</b> –Introduction, Types &amp; Evaluation of Profit Centre and Investment Centre</li> </ul>

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

**4. Corporate Restructuring**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Corporate Restructuring – Introduction and Concepts ( Only Theory)	15
2	Accounting of Internal Reconstruction ( Practical and theory)	15
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)( Practical and theory)	15
4	Impact of Reorganization on the Company - An Introduction (Only Theory)	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
2	The subject covers the complex facets of corporate restructuring process

Sr. No.	Modules / Units
1	<b>Corporate Restructuring – Introduction and Concepts ( Only Theory)</b>
	<ul style="list-style-type: none"> <li>• Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</li> <li>• Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.</li> <li>• Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale</li> </ul>
2	<b>Accounting of Internal Reconstruction ( Practical and theory)</b>
	<ul style="list-style-type: none"> <li>• Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions</li> <li>• 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.</li> </ul>
3	<b>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)( Practical and theory)</b>
	<ul style="list-style-type: none"> <li>• In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</li> <li>• Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</li> </ul>
4	<b>Impact of Reorganization on the Company - An Introduction ( Only Theory)</b>
	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> <li>• 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.</li> </ul>

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

**1. Integrated Marketing Communication**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Integrated Marketing Communication	15
2	Elements of IMC – I	15
3	Elements of IMC – II	15
4	Evaluation & Ethics in Marketing Communication	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.
2	To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.

Sr. No.	Modules / Units
1	<b>Introduction to Integrated Marketing Communication</b>
	<ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy Models</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>
2	<b>Elements of IMC – I</b>
	<ul style="list-style-type: none"> <li>• <b>Advertising</b> – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</li> <li>• <b>Sales promotion</b> – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</li> </ul>
3	<b>Elements of IMC – II</b>
	<ul style="list-style-type: none"> <li>• <b>Direct Marketing</b> - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</li> <li>• <b>Public Relations and Publicity</b> – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</li> <li>• <b>Personal Selling</b> – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>
4	<b>Evaluation &amp; Ethics in Marketing Communication</b>
	<ul style="list-style-type: none"> <li>• <b>Evaluating an Integrated Marketing program</b> – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests</li> <li>• <b>Ethics and Marketing communication</b> – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• <b>Current Trends in IMC</b> – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>

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

**2. Rural Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Rural Market	15
3	Rural Marketing Mix	15
4	Rural Marketing Strategies	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective of this course is to explore 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.



Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Introduction to Rural Market, Definition &amp; Scope of Rural Marketing.</li> <li>• Rural Market in India-Size &amp; Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</li> <li>• Emerging Profile of Rural Markets in India,</li> <li>• Problems of rural market.</li> <li>• Constraints in Rural Marketing and Strategies to overcome constraints</li> </ul>
2	<b>Rural Market</b>
	<ul style="list-style-type: none"> <li>• <b>Rural Consumer Vs Urban Consumers</b>– a comparison.</li> <li>• Characteristics of Rural Consumers.</li> <li>• <b>Rural Market Environment:</b> <ul style="list-style-type: none"> <li>a) Demographics– Population, Occupation Pattern, Literacy Level;</li> <li>b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,</li> <li>c) Rural Infrastructure -Rural Housing, Electrification, Roads</li> </ul> </li> <li>• <b>Rural Consumer Behaviour:</b> meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</li> </ul>
3	<b>Rural Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• Relevance of Marketing mix for Rural market/Consumers.</li> <li>• Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods &amp; Services; Importance of Branding, Packaging and Labelling.</li> <li>• Nature of Competition in Rural Markets, the problem of Fake Brands</li> <li>• Pricing Strategies &amp; objectives</li> <li>• Promotional Strategies. Segmentation, Targeting &amp; Positioning for rural market.</li> </ul>
4	<b>Rural Marketing Strategies</b>
	<ul style="list-style-type: none"> <li>• <b>Distribution Strategies for Rural consumers.</b> Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)</li> <li>• <b>Communication Strategy.</b> Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media;</li> </ul>

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

**3. Event Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Events	15
2	Segmenting, Targeting and Positioning of Events and Concept of Product in Events	15
3	Concept of Pricing and Promotion in Events	15
4	Trends and Challenges in Event Marketing	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand basic concepts of Event Marketing.
2	To impart knowledge to learners about categories of Events.
3	To understand segmenting, targeting and positioning in the context of Event Marketing.
4	To familiarize learners with trends and challenges in Event Marketing.

Sr. No.	Modules / Units
1	<b>Introduction to Events</b>
	<ul style="list-style-type: none"> <li>• Definition and Meaning of Event Marketing ; The Evolution of Event Marketing, Advantages of Event Marketing, 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out; Event Designing; Reach; <b>Interaction</b>- Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</li> <li>• Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events: Brand Building, Focus on Target Market, Implementation of Marketing Plan, Marketing Research, Relationship Building, Creating opportunities for better deals with different media, Events and their Economic implications.</li> <li>• Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</li> </ul>
2	<b>Segmenting, Targeting and Positioning of Events and Concept of Product in Events</b>
	<ul style="list-style-type: none"> <li>• Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.</li> <li>• Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events ,Special Business Events, Retail Events.</li> <li>• Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based</li> </ul>
3	<b>Concept of Pricing and Promotion in Events</b>
	<ul style="list-style-type: none"> <li>• Risk Rating, Setting Pricing Objectives, Understanding local legislations and tax laws, Feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, Event Charges: Percentage of the total Event Cost, Flat Fee, Package Price, Hourly Rate.</li> <li>• Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, In-venue Publicity.</li> <li>• 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.</li> </ul>
4	<b>Trends and Challenges in Event Marketing</b>
	<ul style="list-style-type: none"> <li>• e-event marketing, Virtual Events, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing.</li> <li>• Safety and Security of Event</li> <li>• Event Crisis Management</li> <li>• Growth of Event Industry in India</li> <li>• Career in Event Marketing</li> </ul>

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

**4. Tourism Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Tourism Marketing	15
2	Tourism Market Segmentation & Product Mix of Tourism Marketing	15
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing	15
4	Global tourism, tourism organizations and Challenges for Indian Tourism Industry	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand basic concepts and strategies of Tourism Marketing.
2	To impart knowledge to learners about types of tourism.
3	To understand segmentation and Marketing mix in the context of Tourism Marketing.
4	To familiarize learners with trends and challenges in Tourism Marketing.

Sr. No.	Modules / Units
1	<b>Introduction to Tourism Marketing</b>
	<ul style="list-style-type: none"> <li>• Meaning of Tourism &amp; Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism.</li> <li>• <b>Tourism Marketing</b> Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing.</li> <li>• <b>Phases of Tourism:</b> Economic Approach, Environmental Approach, Cost Benefit Approach.</li> <li>• <b>Tourism Planning:</b> Process, Study of market, Levels of tourism planning, Organization of a tour. Tour Operators and Travel Agents: functions, types, distribution network, Travel agency operations, Travel Organization-Individual and group, travel itinerary. Travel Formalities and Documentation.</li> </ul>
2	<b>Tourism Market Segmentation &amp; Product Mix of Tourism Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Tourism Market Segmentation:</b> Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology</li> <li>• <b>4 'A's of Tourism</b> Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist 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.</li> <li>• <b>Marketing Strategy:</b> Hard v/s Soft Tourism Strategy.</li> <li>• <b>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, Modes of Reservation, Ticketing Procedure</li> </ul>
3	<b>Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Price:</b> Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies</li> <li>• <b>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.</li> <li>• <b>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</li> <li>• <b>People:</b> Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process.</li> <li>• <b>Process:</b> Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting</li> <li>• <b>Physical Evidence</b> for Tourism</li> </ul>

Sr. No.	Modules / Units
4	<b>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry</b>
	<ul style="list-style-type: none"> <li>• <b>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.</li> <li>• <b>Status of tourism in developing countries.</b></li> <li>• <b>India as a Tourist Destination:</b> A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign</li> <li>• <b>Challenges</b> for Indian Tourism Industry</li> <li>• <b>Tourism Organizations:</b> World Trade Organization (WTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation.</li> </ul>

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

**1. Human Resource Planning and Information System**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Human Resource Planning (HRP)	15
2	Job Analysis, Recruitment and Selection	15
3	HRP Practitioner, Aspects of HRP and Evaluation	15
4	Human Resource Information Systems	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To Understand the Concept and Process of HRP
2	To Understand Ways of matching Job Requirements and Human Resource Availability
3	To Explore the concept of Strategic HRP
4	To Understand the applications of HRIS

Sr. No.	Modules / Units
1	<b>Overview of Human Resource Planning (HRP)</b>
	<p><b>a) Overview of Human Resource Planning (HRP):</b></p> <p><b>Human Resource Planning</b>–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning.</p> <p><b>Process of HRP</b>- Steps in HRP, 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.</p> <ul style="list-style-type: none"> <li>• Barriers in Effective Implementation of HRP and Ways to Overcome Them.</li> <li>• <b>Strategic Human Resource Planning</b> –Meaning and Objectives.</li> <li>• Link between Strategic Planning and HRP through Technology.</li> <li>• <b>HR Policy</b> –Meaning, Importance.</li> <li>• <b>HR Programme</b>-Meaning and Contents.</li> </ul>
2	<b>Job Analysis, Recruitment and Selection</b>
	<p><b>a) Job Analysis, Recruitment and Selection:</b></p> <ul style="list-style-type: none"> <li>• <b>Job Analysis</b>-Meaning, Features, Advantages.</li> <li>• <b>Job Design:</b> Concept, Issues.</li> <li>• <b>Job Redesign</b> –Meaning, Process, Benefits.</li> </ul> <p><b>Matching Human Resource Requirement and Availability through:</b></p> <p>Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons.</p> <ul style="list-style-type: none"> <li>• <b>Recruitment</b> - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection.</li> <li>• <b>Employee Selection Tests:</b> Meaning, Advantages and Limitations.</li> <li>• <b>Human Resource Audit:</b> Meaning, Need, Objectives, Process, Areas.</li> </ul>
3	<b>HRP Practitioner, Aspects of HRP and Evaluation</b>
	<p><b>a) HRP Practitioner, Aspects of HRP and Evaluation:</b></p> <ul style="list-style-type: none"> <li>• <b>HRP Practitioner:</b> Meaning, Role.</li> <li>• <b>HRP Management Process:</b> <ul style="list-style-type: none"> <li>▪ Establish HRP Department Goals and Objectives</li> <li>▪ Creating HRP Department Structure</li> <li>▪ Staffing the HRP Department</li> <li>▪ Issuing Orders</li> <li>▪ Resolving Conflicts</li> <li>▪ Communicating</li> <li>▪ Planning for Needed Resources</li> <li>▪ Dealing with Power and Politics -Meaning and Types of Power</li> </ul> </li> <li>• HRP as Tool to Enhance Organisational Productivity</li> <li>• Impact of Globalisation on HRP.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Aspects of HRP</b> : Performance Management, Career Management, Management Training and Development, Multi Skill Development</li> <li>• <b>Return on Investment in HRP</b>- Meaning and Importance.</li> <li>• <b>HRP Evaluation</b>- Meaning, Need, Process, Issues to be considered during HRP Evaluation.</li> <li>• <b>Selected Strategic Options and HRP Implications:</b> Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.</li> </ul>
<b>4</b>	<b>Human Resource Information Systems</b>
	<ul style="list-style-type: none"> <li>• Human Resource Information Systems:</li> <li>• <b>Data Information Needs for HR Manager</b> – Contents and Usage of Data.</li> <li>• <b>HRIS</b>-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.</li> <li>• Security Issues in Human Resource Information Systems.</li> <li>• HRIS for HRP</li> <li>• Trends in HRIS</li> </ul>

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

**2. Training & Development in HRM**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Training	15
2	Overview of development	15
3	Concept of Management development	15
4	Performance measurement, Talent management & Knowledge management	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Sr. No.	Modules / Units
1	<b>Overview of Training</b>
	<ul style="list-style-type: none"> <li>• Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</li> <li>• 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.</li> <li>• Assessment of Training Needs, Methods &amp; Process of Needs Assessment.</li> <li>• Criteria &amp;designing-Implementation– an effective training program.</li> </ul>
2	<b>Overview of Development</b>
	<ul style="list-style-type: none"> <li>• Overview of development– concept, scope, importance &amp; need and features, Human Performance Improvement</li> <li>• Counselling techniques with reference to development employees, society and organization.</li> <li>• Career development– Career development cycle, model for planned self development, succession planning.</li> </ul>
3	<b>Concept of Management Development</b>
	<ul style="list-style-type: none"> <li>• Concept of Management Development.</li> <li>• Process of MDP.</li> <li>• Programs &amp;methods, importance, evaluating a MDP.</li> </ul>
4	<b>Performance measurement, Talent management &amp; Knowledge management</b>
	<ul style="list-style-type: none"> <li>• Performance measurements– Appraisals, pitfalls &amp;ethics of appraisal.</li> <li>• Talent management –Introduction ,Measuring Talent Management, Integration &amp; future of TM, Global TM &amp;knowledge management— OVERVIEW -Introduction: History, Concepts,</li> <li>• Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle</li> </ul>

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

**3. Change Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Impact of Change	15
3	Resistance to Change	15
4	Effective Implementation of Change	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Introduction &amp; levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational.</li> <li>• Organizational culture &amp; change.</li> <li>• Types &amp; Models of change – Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model.</li> </ul>
2	<b>Impact of Change</b>
	<ul style="list-style-type: none"> <li>• Change &amp; its implementation.– individual change: concept, need, importance &amp; risk of not having individual perspective. Team Change –concept, need, importance &amp; limitation</li> <li>• Change &amp; its impact– Resistance to change &amp; sources-sources of individual resistance, sources of organizational resistance</li> </ul>
3	<b>Resistance to Change</b>
	<ul style="list-style-type: none"> <li>• Overcoming Resistance to change – Manifestations of resistance, Six box model</li> <li>• Minimizing RTC.</li> <li>• 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.</li> </ul>
4	<b>Effective implementation of change</b>
	<ul style="list-style-type: none"> <li>• Effective implementation of change–change agents and effective change programs.</li> <li>• Systematic approach to change, client &amp; consultant relationship</li> <li>• Classic skills for leaders</li> <li>• Case study on smart change leaders, caselets on Action research.</li> </ul>

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

**4. Conflict & Negotiation**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Conflict	15
2	Conflict Management	15
3	Overview of Negotiation	15
4	Managing Negotiations, Ethics in Negotiation and 3D Negotiation	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand the nature of conflicts, their causes and outcomes
2	To study the aspects of conflict management and how to handle them effectively
3	To get insight into negotiations and negotiation process
4	To understand the role of third party negotiation and skills for effective negotiation

Sr. No.	Modules / Units
1	<b>Overview of Conflict</b>
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Meaning of Industrial/ Organizational Conflict, Causes, Benefits and Limitations of Conflicts to the Organization.</li> <li>• <b>Conflict Outcomes</b> - win-lose, lose-lose, compromise, win-win.</li> <li>• <b>Five belief domains of Conflicts</b> – Superiority, Injustice, Vulnerability, Distrust, Helplessness</li> </ul>
2	<b>Conflict Management</b>
	<ul style="list-style-type: none"> <li>• Meaning of Conflict management, Need and Importance of Conflict management, Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intra-group and Inter group levels.</li> <li>• <b>Prevention of Industrial Conflicts</b> – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining.</li> <li>• <b>Settlement of Conflicts</b> – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals</li> </ul>
3	<b>Overview of Negotiation</b>
	<ul style="list-style-type: none"> <li>• <b>Negotiation</b> - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation</li> <li>• Role of Communication, Personality and Emotions in Negotiation.</li> <li>• Distributive and Integrative Negotiation (concepts)</li> <li>• <b>Cross-Cultural Negotiation</b> – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation.</li> <li>• <b>Types of Negotiations</b> in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations</li> <li>• <b>International Negotiations</b> - Meaning, Factors affecting negotiation</li> </ul>
4	<b>Managing Negotiations, Ethics in Negotiation and 3D Negotiation</b>
	<ul style="list-style-type: none"> <li>• <b>Third Party Negotiation</b> <ol style="list-style-type: none"> <li>1. Mediation - Meaning, Role of Mediator</li> <li>2. Arbitration – Meaning, Role of Arbitrator</li> <li>3. Conciliation – Meaning, Role of Conciliator</li> <li>4. Consultation – Meaning, Role of Consultant</li> </ol> </li> <li>• <b>Skills for Effective Negotiation</b></li> <li>• <b>Negotiation as an Approach to Manage Conflicts.</b></li> <li>• <b>Ethics in Negotiation</b> – Meaning, Need, Ethically Ambiguous Negotiation Tactics.</li> <li>• <b>Culture and Negotiation</b> – Meaning, Influence of culture on negotiations</li> <li>• <b>3D Negotiation</b> – Meaning, The 3 Dimensions for successful negotiations</li> </ul>

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**2. Ability Enhancement Courses (AEC)  
2A. Ability Enhancement Compulsory Course**

**3. Information Technology in Business Management-II**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Management Information system	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to databases and data warehouse	15
4	Outsourcing	15
<b>Total</b>		<b>60</b>

**Objectives**

SN	Objectives
1	To understand managerial decision-making and to develop perceptiveness of major functional area of MIS
2	To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
3	To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse
4	To learn outsourcing concepts. BPO/KPO industries, their structures, Cloud computing



Sr. No.	Modules / Units
1	<b>Management Information System</b>
	<ul style="list-style-type: none"> <li>• <b>Overview of MIS</b> Definition, Characteristics</li> <li>• <b>Subsystems of MIS</b> (Activity and Functional subsystems)</li> <li>• <b>Structure of MIS</b></li> <li>• <b>Reasons for failure of MIS.</b></li> <li>• <b>Understanding Major Functional Systems</b> Marketing &amp; Sales Systems Finance &amp; Accounting Systems Manufacturing &amp; Production Systems Human Resource Systems Inventory Systems</li> <li>• <b>Sub systems, description and organizational levels</b></li> <li>• <b>Decision support system</b> Definition Relationship with MIS</li> <li>• <b>Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</b></li> </ul>
2	<b>ERP/E-SCM/E-CRM</b>
	<ul style="list-style-type: none"> <li>• <b>Concepts of ERP</b></li> <li>• <b>Architecture of ERP</b> Generic modules of ERP</li> <li>• <b>Applications of ERP</b></li> <li>• <b>ERP Implementation concepts</b> ERP lifecycle</li> <li>• <b>Concept of XRP</b> (extended ERP)</li> <li>• <b>Features of commercial ERP software</b> Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</li> <li>• <b>Concept of e-CRM</b> E-CRM Solutions and its advantages, How technology helps?</li> <li>• <b>CRM Capabilities and customer Life cycle</b> Privacy Issues and CRM</li> <li>• <b>Data Mining and CRM</b> CRM and workflow Automation</li> <li>• <b>Concept of E-SCM</b> Strategic advantages, benefits E-SCM Components and Chain Architecture</li> <li>• <b>Major Trends in e-SCM</b></li> <li>• <b>Case studies ERP/SCM/CRM</b></li> </ul>

Sr. No.	Modules / Units
3	<b>Introduction to Data base and Data warehouse</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to DBMS</b> Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.</li> <li>• <b>Data Warehousing and Data Mining</b> Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries</li> <li>• <b>Data Mining</b> The scope and the techniques used</li> <li>• <b>Business Applications of Data warehousing and Data mining</b></li> </ul>
4	<b>Outsourcing</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Outsourcing</b> Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes</li> <li>• <b>Business Process Outsourcing (BPO)</b> Introduction</li> <li>• <b>BPO Vendors</b> How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services</li> <li>• <b>BPO Business Model</b> Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO</li> <li>• <b>BPO to KPO</b> Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario</li> <li>• <b>Outsourcing in Cloud Environment</b> Cloud computing offerings</li> <li>• <b>Traditional Outsourcing Vs. Cloud Computing</b></li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester IV  
with Effect from the Academic Year 2017-2018**

**2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)**

**4. Foundation Course –IV  
Ethics & Governance**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Ethics and Business Ethics	12
2	Ethics in Marketing, Finance and HRM	11
3	Corporate Governance	11
4	Corporate Social Responsibility (CSR)	11
<b>Total</b>		<b>45</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
2	To learn the applicability of ethics in functional areas like marketing, finance and human resource management
3	To understand the emerging need and growing importance of good governance and CSR by organisations
4	To study the ethical business practices, CSR and Corporate Governance practiced by various organisations

Sr. No.	Modules / Units
1	<b>Introduction to Ethics and Business Ethics</b>
	<ul style="list-style-type: none"> <li>● <b>Ethics:</b> Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</li> <li>● <b>Business Ethics:</b> Meaning, Objectives, Purpose and 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 Myths about Business Ethics Ethical Performance in Businesses in India</li> </ul>
2	<b>Ethics in Marketing, Finance and HRM</b>
	<ul style="list-style-type: none"> <li>● <b>Ethics in Marketing:</b> Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</li> <li>● <b>Ethics In Finance:</b> 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 Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992</li> <li>● <b>Ethics in Human Resource Management:</b> Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</li> </ul>
3	<b>Corporate Governance</b>
	<ul style="list-style-type: none"> <li>● Concept, History of Corporate Governance in India, Need for Corporate Governance</li> <li>● Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</li> <li>● Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</li> <li>● Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</li> </ul>
4	<b>Corporate Social Responsibility (CSR)</b>
	<ul style="list-style-type: none"> <li>● Meaning of CSR, Evolution of CSR, Types of Social Responsibility</li> <li>● Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract</li> <li>● Need for CSR</li> <li>● CSR Principles and Strategies</li> <li>● Issues in CSR</li> <li>● Social Accounting</li> <li>● Tata Group’s CSR Rating Framework</li> <li>● Sachar Committee Report on CSR</li> <li>● Ethical Issues in International Business Practices</li> <li>● Recent Guidelines in CSR</li> <li>● Society’s Changing Expectations of Business With Respect to Globalisation</li> <li>● Future of CSR</li> </ul>

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

**Foundation Course- Contemporary Issues- IV**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Significant, Contemporary Rights of Citizens	12
2	Approaches to understanding Ecology	11
3	Science and Technology –II	11
4	Introduction to Competitive Exams	11
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Significant, Contemporary Rights of Citizens</b>
	<p><b>A. Rights of Consumers</b>-Violations of consumer rights and important provisions of the Consumer Protection Act, 2016; Other important laws to protect consumers; Consumer courts and consumer movements. <b>(3 Lectures)</b></p> <p><b>B. Right to Information</b>- Genesis and relation with transparency and accountability; important provisions of the Right to Information Act, 2005; some success stories. <b>(3 Lectures)</b></p> <p><b>C. Protection of Citizens'/Public Interest</b>-Public Interest Litigation, need and procedure to file a PIL; some landmark cases. <b>(3 Lectures)</b></p> <p><b>D. Citizens' Charters, Public Service Guarantee Acts.</b> <b>(3 Lectures)</b></p>
2	<b>Approaches to understanding Ecology</b>
	<p><b>A. Understanding approaches to ecology</b>- Anthropocentrism, Biocentrism and Eco centrism, Ecofeminism and Deep Ecology. <b>(3 Lectures)</b></p> <p><b>B. Environmental Principles-1:</b> the sustainability principle; the polluter pays principle; the precautionary principle. <b>(4 Lectures)</b></p> <p><b>C. Environmental Principles-2:</b> the equity principle; human rights principles; the participation principle. <b>(4 Lectures)</b></p>
3	<b>Science and Technology –II</b>
	<p><b>Part A:Some Significant Modern Technologies, Features and Applications (7 Lectures)</b></p> <p>i. <b>Laser Technology</b>- Light Amplification by Stimulated Emission of Radiation; use of laser in remote sensing, GIS/GPS mapping, medical use.</p> <p>ii. <b>Satellite Technology</b>- various uses in satellite navigation systems, GPS, and imprecise climate and weather analyses.</p> <p>iii. <b>Information and Communication Technology</b>- convergence of various technologies like satellite, computer and digital in the information revolution of today's society.</p> <p>iv. <b>Biotechnology and Genetic engineering</b>- applied biology and uses in medicine, pharmaceuticals and agriculture; genetically modified plant, animal and human life.</p> <p>v. <b>Nanotechnology</b>- definition: the study, control and application of phenomena and materials at length scales below 100 nm; uses in medicine, military intelligence and consumer products.</p> <p><b>Part B:Issues of Control, Access and Misuse of Technology.</b> <b>(4 Lectures)</b></p>

Sr. No.	Modules / Units
4	Introduction to Competitive Exams
	<p><b>Part A. Basic information on Competitive Examinations- the pattern, eligibility criteria and local centres:</b></p> <ul style="list-style-type: none"> <li>i. Examinations conducted for entry into professional courses - Graduate Record Examinations (GRE), Graduate Management Admission Test (GMAT), Common Admission Test (CAT) and Scholastic Aptitude Test (SAT).</li> <li>ii. Examinations conducted for entry into jobs by Union Public Service Commission, Staff Selection Commission (SSC), State Public Service Commissions, Banking and Insurance sectors, and the National and State Eligibility Tests (NET / SET) for entry into teaching profession.</li> </ul> <p><b>Part B. Soft skills required for competitive examinations- (7 Lectures)</b></p> <ul style="list-style-type: none"> <li>i. Information on areas tested: Quantitative Ability, Data Interpretation, Verbal Ability and Logical Reasoning, Creativity and Lateral Thinking</li> <li>ii. Motivation: Concept, Theories and Types of Motivation</li> <li>iii. Goal-Setting: Types of Goals, SMART Goals, Stephen Covey's concept of human endowment</li> <li>iv. Time Management: Effective Strategies for Time Management</li> <li>v. Writing Skills: Paragraph Writing, Report Writing, Filing an application under the RTI Act, Consumer Grievance Letter.</li> </ul>

## References

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4. G Subba Rao, *Writing Skills for Civil Services Examination*, Access Publishing, New Delhi, 2014
5. Kaushal, Rachana, *Women and Human Rights in India*, Kaveri Books, New Delhi, 2000.
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7. Motilal, Shashi, and Nanda, Bijoy Lakshmi, *Human Rights: Gender and Environment*, Allied Publishers, New Delhi, 2007.
8. Murthy, D. B. N., *Disaster Management: Text and Case Studies*, Deep and Deep Publications, New Delhi, 2013.
9. Parsuraman, S., and Unnikrishnan, ed., *India Disasters Report II*, Oxford, New Delhi, 2013
10. Reza, B. K., *Disaster Management*, Global Publications, New Delhi, 2010.
11. Sathe, Satyaranjan P., *Judicial Activism in India*, Oxford University Press, New Delhi, 2003.
12. Singh, Ashok Kumar, *Science and Technology for Civil Service Examination*, Tata McGraw Hill, New Delhi, 2012.
13. Thorpe, Edgar, *General Studies Paper I Volume V*, Pearson, New Delhi, 2017.



### Projects / Assignments (for Internal Assessment)

- i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.
- ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.
- iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.
- iv. Students can work in groups of not more than 8 per topic.
- v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

### QUESTION PAPER PATTERN (Semester III)

The Question Paper Pattern for Semester End Examination shall be as follows:

**TOTAL MARKS: 75**

**DURATION: 150 MINUTES**

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
<b>1</b>	<b>i.</b> Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. <b>ii.</b> Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester <b>iii.</b> In all 8 Questions will be asked out of which 5 have to be attempted.	<b>a)</b> Total marks: 15 <b>b)</b> For 1 A, there will be 3 marks for each sub-question. <b>c)</b> For 1 B there will be 15 marks without any break-up.
<b>2</b>	Descriptive Question with internal option (A or B) on Module 1	15
<b>3</b>	Descriptive Question with internal option (A or B) on Module 2	15
<b>4</b>	Descriptive Question with internal option (A or B) on Module 3	15
<b>5</b>	Descriptive Question with internal option (A or B) on Module 4	15

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***2. Ability Enhancement Courses (AEC)  
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**4. Foundation Course in NSS - IV**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Entrepreneurship Development	10
2	Rural Resource Mobilization	10
3	Ideal village & stake of GOS and NGO	13
4	Institutional Social Responsibility and modes of Awareness	12
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Entrepreneurship Development</b>
	<b>UNIT - I Entrepreneurship development</b> Entrepreneurship development- its meaning and schemes Government and self-employment schemes for Entrepreneurship development <b>UNIT - II - Cottage Industry</b> Cottage Industry- its meaning, its role in development process Marketing of cottage products and outlets
2	<b>Rural Resource Mobilization</b>
	<b>UNIT - I - Rural resource mobilization-</b> A case study of eco-village, eco-tourism, agro-tourism <b>UNIT - II - Micro financing with special reference to self-help groups</b>
3	<b>Ideal village &amp; stake of GOS and NGO</b>
	<b>UNIT - I - Ideal village</b> Ideal village- the concept Gandhian Concept of Ideal village Case studies on Ideal village <b>UNIT - II - Government Organisations(GOs ) and Non-Government Organisations (NGOs)</b> The concept and functioning
4	<b>Institutional Social Responsibility and modes of Awareness</b>
	<b>UNIT - I - Institutional Social Responsibilities</b> Concept and functioning- case study of adapted village <b>UNIT - II - Modes of awareness through fine Arts Skills</b> Basics of performing Arts as tool for social awareness, street play, creative dance, patriotic song, folk songs and folk dance. Rangoli, posters, flip charts, placards, etc.

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

***4. Foundation Course in NCC - IV***

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Disaster Management, Social Awareness and Community Development	10
2	Health and Hygiene	10
3	Drill with Arms	05
4	Weapon Training	10
5	Specialized Subject: Army Or Navy Or Air	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Disaster Management, Social Awareness and Community Development</b>
	<p><b>Disaster Management:</b>  <b>Desired outcome:</b> The student shall gain basic information about civil defence organisation / NDMA &amp; shall provide assistance to civil administration in various types of emergencies during natural / manmade disasters</p> <ul style="list-style-type: none"> <li>• Fire Services &amp; Fire fighting</li> <li>• Assistance during Natural / Other Calamities: Flood / Cyclone/ Earth Quake/ Accident etc.</li> </ul> <p><b>Social Awareness and Community Development:</b>  <b>Desired outcome:</b> The student shall have an understanding about social evils and shall inculcate sense of whistle blowing against such evils and ways to eradicate such evils.</p> <ul style="list-style-type: none"> <li>• NGOs: Role &amp; Contribution</li> <li>• Drug Abuse &amp; Trafficking</li> <li>• Corruption</li> <li>• Social Evil viz. Dowry/ Female Foeticide/Child Abuse &amp; trafficking etc.</li> <li>• Traffic Control Org. &amp; Anti drunken Driving</li> </ul>
2	<b>Health and Hygiene</b>
	<p><b>Desired outcome:</b> The student shall be fully aware about personal health and hygiene lead a healthy life style and foster habits of restraint and self awareness.</p> <ul style="list-style-type: none"> <li>• Hygiene and Sanitation (Personal and Food Hygiene)</li> <li>• Basics of Home Nursing &amp; First-Aid in common medical emergencies</li> <li>• Wound &amp; Fractures</li> </ul>
3	<b>Drill with Arms</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, and turnout, and develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• Getting on Parade with Rifle and Dressing at the Order</li> <li>• Dismissing and Falling Out</li> <li>• General Salute, Salami Shastra</li> <li>• Squad Drill</li> <li>• Short/Long tail from the order and vice-versa</li> <li>• Examine Arms</li> </ul>
4	<b>Weapon Training</b>
	<p><b>Desired outcome:</b> The student shall have basic knowledge of weapons and their use and handling.</p> <ul style="list-style-type: none"> <li>• The lying position, Holding and Aiming- I</li> <li>• Trigger control and firing a shot</li> <li>• Range procedure and safety precautions</li> <li>• Theory of Group and Snap Shooting</li> <li>• Short range firing, Aiming- II -Alteration of sight</li> </ul>

Sr. No.	Modules / Units
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b>Army</b>  <b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces.  It will also acquaint, expose &amp; provide basic knowledge about armed, naval and air-force subjects</p> <p><b>A. Map reading</b></p> <ul style="list-style-type: none"> <li>• Setting a Map, finding North and own position</li> <li>• Map to ground, Ground to Map</li> <li>• Point to Point March</li> </ul> <p><b>B. Field Craft and Battle Craft</b></p> <ul style="list-style-type: none"> <li>• Observation, Camouflage and Concealment</li> <li>• Field Signals</li> <li>• Types of Knots and Lashing</li> </ul> <p><b>C. Introduction to advanced weapons and role of technology (To be covered by the guest lecturers)</b></p> <p style="text-align: center;"><i>OR</i></p> <p><b>Navy</b></p> <p><b>A. Naval Communication</b></p> <ul style="list-style-type: none"> <li>• Semaphore <ul style="list-style-type: none"> <li>▪ Phonetic Alphabets</li> <li>▪ Radio Telephony Procedure</li> <li>▪ Wearing of National Flag, Ensign and Admiral's Flag.</li> </ul> </li> </ul> <p><b>B. Seamanship</b></p> <ul style="list-style-type: none"> <li>• <b>Anchor work</b> <ul style="list-style-type: none"> <li>▪ Types of Anchor, Purpose and Holding ground</li> </ul> </li> <li>• <b>Boat work</b> <ul style="list-style-type: none"> <li>▪ Demonstrate Rigging a whaler and enterprise boat- Parts of Sail and Sailing Terms</li> <li>▪ Instructions in Enterprise Class Board including theory of Sailing, Elementary Sailing Tools</li> <li>▪ Types of Power Boats Used in the Navy and their uses, Knowledge of Anchoring, Securing and Towing a Boat</li> </ul> </li> </ul> <p><b>C. Introduction to advanced weapons and role of technology (To be covered by the guest lecturers)</b></p>

Sr. No.	Modules / Units
	<p style="text-align: center;"><i>OR</i></p> <p><b>Air</b></p> <p><b>A. Air frames</b></p> <ul style="list-style-type: none"><li>• Fuselage</li><li>• Main and Tail Plain</li></ul> <p><b>B. Instruments</b></p> <ul style="list-style-type: none"><li>• Introduction to RADAR</li></ul> <p><b>C. Aero modelling</b></p> <ul style="list-style-type: none"><li>• Flying/ Building of Aero models</li></ul> <p><b>D. Introduction to advanced weapons and role of technology (To be covered by the guest lecturers)</b></p>

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course in Physical Education - IV**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Stress Management	10
2	Awards, Scholarship & Government Schemes	10
3	Yoga Education	10
4	Exercise Scheduling/Prescription	15
<b>Total</b>		<b>45</b>



Sr. No.	Modules / Units
1	<b>Stress Management</b>
	<ul style="list-style-type: none"> <li>• Meaning &amp; concept of Stress</li> <li>• Causes of Stress</li> <li>• Managing Stress</li> <li>• Coping Strategies</li> </ul>
2	<b>Awards, Scholarship &amp; Government Schemes</b>
	<ul style="list-style-type: none"> <li>• State &amp; National level Sports Awards</li> <li>• State Sports Policy &amp; Scholarship Schemes</li> <li>• National Sports Policy &amp; Scholarship Schemes</li> <li>• Prominent Sports Personalities</li> </ul>
3	<b>Yoga Education</b>
	<ul style="list-style-type: none"> <li>• Differences between Yogic Exercises &amp; non- Yogic exercises</li> <li>• Contribution of Yoga to Sports</li> <li>• Principles of Asanas &amp; Bandha</li> <li>• Misconceptions about Yoga</li> </ul>
4	<b>Exercise Scheduling/Prescription</b>
	<ul style="list-style-type: none"> <li>• Daily Routine Prescription.</li> <li>• Understanding Activity level &amp; Calorie requirement.</li> <li>• Adherence &amp; Motivation for exercise.</li> <li>• Impact of Lifestyle on Health</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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***3. Core Courses (CC)***

**5. Business Economics- II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Macroeconomic Data and Theory	15
2	Money, Inflation and Monetary Policy	15
3	Constituents of Fiscal Policy	15
4	Open Economy : Theory and Issues of International Trade	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Macroeconomic Data and Theory</b>
	<ul style="list-style-type: none"> <li>• <b>Macroeconomics:</b> Meaning, Scope and Importance.</li> <li>• <b>Circular flow of aggregate income and expenditure:</b> closed and open economy models</li> <li>• <b>The Measurement of national product:</b> Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.</li> <li>• <b>Short run economic fluctuations :</b> Features and Phases of Trade Cycles</li> <li>• <b>The Keynesian Principle of Effective Demand:</b> Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output</li> </ul>
2	<b>Money, Inflation and Monetary Policy</b>
	<ul style="list-style-type: none"> <li>• <b>Money Supply:</b> Determinants of Money Supply - Factors influencing Velocity of Circulation of Money</li> <li>• <b>Demand for Money :</b> Classical and Keynesian approaches and Keynes' liquidity preference theory of interest</li> <li>• <b>Money and prices :</b> Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach</li> <li>• <b>Inflation:</b> Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.</li> <li>• <b>Monetary policy :</b> Meaning, objectives and instruments, inflation targeting</li> </ul>
3	<b>Constituents of Fiscal Policy</b>
	<ul style="list-style-type: none"> <li>• <b>Role of a Government</b> to provide Public goods- Principles of Sound and Functional Finance</li> <li>• <b>Fiscal Policy:</b> Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy</li> <li>• <b>Instruments of Fiscal policy :</b> Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance</li> <li>• <b>Union budget</b> -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.</li> </ul>
4	<b>Open Economy : Theory and Issues of International Trade</b>
	<ul style="list-style-type: none"> <li>• <b>The basis of international trade :</b> Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types Factors determining terms of trade - Gains from trade - Free trade versus protection</li> <li>• <b>Foreign Investment :</b> Foreign Portfolio investment- Benefits of Portfolio capital flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations</li> <li>• <b>Balance of Payments:</b> Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.</li> <li>• <b>Foreign Exchange and foreign exchange market :</b> Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility</li> </ul>

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**3. Core Courses (CC)**

**6. Business Research Methods**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to business research methods	18
2	Data collection and Processing	14
3	Data analysis and Interpretation	16
4	Advanced techniques in Report Writing	12
<b>Total</b>		<b>60</b>

***Objectives***

<b>SN</b>	<b>Objectives</b>
1	The course is designed to inculcate the analytical abilities and research skills among the students.
2	The course intends to give hands on experience and learning in Business Research.

Sr. No.	Modules / Units
1	<b>Introduction to business research methods</b>
	<ul style="list-style-type: none"> <li>• Meaning and objectives of research</li> <li>• Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific &amp; Social e)Historical f) Exploratory g) Descriptive h)Causal</li> <li>• Concepts in Research: Variables, Qualitative and Quantitative Research</li> <li>• Stages in research process.</li> <li>• Characteristics of Good Research</li> <li>• Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.</li> <li>• Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal.</li> <li>• Sampling– <ul style="list-style-type: none"> <li>a) meaning of sample and sampling,</li> <li>b) methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball</li> <li>ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.</li> </ul> </li> </ul>
2	<b>Data collection and Processing</b>
	<ul style="list-style-type: none"> <li>• Types of data and sources-Primary and Secondary data sources</li> <li>• Methods of collection of primary data <ul style="list-style-type: none"> <li>a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)</li> <li>b) Experimental i)Field ii) Laboratory</li> <li>c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method,</li> <li>d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.</li> <li>e) Survey instrument– i) Questionnaire designing.</li> <li>f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions.</li> <li>f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</li> </ul> </li> </ul>
3	<b>Data analysis and Interpretation</b>
	<ul style="list-style-type: none"> <li>• Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note</li> <li>• Analysis of data-Meaning, Purpose, types.</li> <li>• Interpretation of data-Essentials, importance and Significance of processing data</li> <li>• Multivariate analysis– concept only</li> <li>• Testing of hypothesis– concept and problems– i)chi square test, ii) Zandt-test (for large and small sample)</li> </ul>
4	<b>Advanced techniques in Report Writing</b>
	<ul style="list-style-type: none"> <li>• Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography</li> <li>• Ethics and research</li> <li>• Objectivity, Confidentiality and anonymity in Research</li> <li>• Plagiarism</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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**3. Core Courses (CC)**

**7. Production & Total Quality Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Production Management	14
2	Materials Management	16
3	Basics Of Productivity & TQM	16
4	Quality Improvement Strategies & Certifications	14
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To acquaint learners with the basic management decisions with respect to production and quality management
2	To make the learners understand the designing aspect of production systems
3	To enable the learners apply what they have learnt theoretically.

Sr. No.	Modules / Units
1	<b>Production Management</b>
	<p><b>Production Management</b></p> <ul style="list-style-type: none"> <li>• Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> <li>• Product Development, Classification and Product Design.</li> <li>• Plant location &amp; Plant layout– Objectives, Principles of good product layout, types of layout.</li> <li>• Importance of purchase management.</li> </ul>
2	<b>Materials Management</b>
	<ul style="list-style-type: none"> <li>• <b>Materials Management:</b> Concept, Objectives and importance of materials management Various types of Material Handling Systems.</li> <li>• <b>Inventory Management:</b> Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.</li> </ul>
3	<b>Basics Of Productivity &amp;TQM</b>
	<ul style="list-style-type: none"> <li>• <b>Basics Of Productivity &amp;TQM:</b> Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy.</li> <li>• <b>Product &amp; Service Quality Dimensions, SERVQUAL</b> Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</li> </ul>
4	<b>Quality Improvement Strategies &amp;Certifications</b>
	<ul style="list-style-type: none"> <li>• <b>Quality Improvement Strategies &amp;Certifications:</b> Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV.</li> </ul> <p>TAGUCHI’S QUALITYENGINEERING,ISO 9000,ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming’s Application Prize.</p>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)**  
**Programme at Semester III**  
**with effect from the Academic Year 2017-2018**

**Reference Books**

**Reference Books**

**Basics of Financial Services**

1. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company
2. Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co
3. A. Avadhani , Marketing of Financial Services-
4. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi.
5. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
6. Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi.

**Introduction to Cost Accounting**

1. Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi.
2. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.
3. Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois.
4. Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi

**Equity and Debt Market**

1. Allen, Larry (1750-2000). The Global Financial System.
2. Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
3. Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern perspective: TMIT
4. LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
5. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH

**Corporate Finance**

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



## Consumer Behaviour

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson .
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
5. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
6. Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
7. Nair, Suja R- Consumer Behaviour in Indian Perspective

## Product Innovations Management

1. Dr. C.S.G. Krishnamacharyulu and Dr. R. Lalitha, Innovation Management, Himalaya Publishing House, First Edition 2007
2. Karl Ulrich, Product design and Development, McGraw hill, 4 Edition.
3. Michael Baker and Susan Hart, Product strategy and Management, Pearson Education, 2nd Edition
4. Jacob Goldenberg and David Mazursky, Creativity in product innovation, Cambridge University Press, 2002
5. Robert G. Cooper and Scott J. Edgett, Product innovation and technology strategy, Product Development Institute Inc., 2009
6. Allan Afuah, Innovation Management: Strategies Implementation & Profits, Oxford University Press, 2009

## Advertising

1. Belch, Michael, “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
2. Mohan, Manendra “Advertising Management Concept and Cases”, Tata Mcgraw Hill 2008
3. Kleppner, Russell J; Thomac, Lane W , “Advertising Procedure”, Prentice Hall 1999
4. Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir “Advertising planning and Implementation”, Prentice Hall of India 2006
6. Clow , Kenneth E and Baack, Donald E “Inetegrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
7. Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006

## Social Marketing

1. Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.
2. Andreasen, A.R. (2006). Social Marketing in the 21st century. London, UK: Sage.
3. Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013
4. Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)
5. Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)
6. French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
7. French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
8. Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA

## Recruitment & Selection

1. Dipak Kumar Bhattacharya - Human Resource Management
2. Arun Monappa- Managing Human Resource .
3. C.B. Memoria -Personnel Management-
4. Armstrong, Michael & Baron Angela. (2005). *Handbook of Strategic HRM* (1st ed.). New Delhi: Jaico Publishing House.
5. Mello, Jeffrey A. (2007). *Strategic Human Resource Management* (2nd ed.). India: Thomson South Western.

## Motivation & Leadership

1. Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15<sup>th</sup> Edition), Prentice Hall Publication.
2. Niraj Kumar- Organisational Behaviour: A New Looks (Concept, Theory & Cases), Himalaya Publishing House
3. Strategic Leadership – Sahu & Bharati – Excel Books
4. Peter I. Dowling & Denice E. (2006). International HRM (1st ed.). New Delhi. Excel Books.
5. French Wendell, Bell Cecil and Vohra Veena. (2004). Organization Development, Behavioral Science Interventions for Organization Improvement. (6th ed.)

## Employees Relations & Welfare

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.

## Organization Behaviour & HRM

1. Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
2. Prasad L M, *Organizational Behaviour*, Sultan Chand
3. Khanka S. S., *Organizational Behaviour*, S. Chand
4. P.L. Rao-International Human Resource
5. Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
6. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

## Information Technology in Business Management-I

1. Information Technology for Management, 6TH ED (With CD )  
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step  
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan  
(E-Book :  
<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
5. Electronic Commerce - Technologies & Applications.  
Bharat, Bhaskar  
<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>

## Foundation Course –III- Environmental Management

1. Environment Management , N.K. Uberoi , Excel Books, Delhi
2. Environmental Management - Text & Cases, Bala Krishnamoorthy, Prentice Hall of India
3. Environmental Management- National and global Perspectives, Swapan C. Deb , JAICO
4. Environmental Management , Dr.Anand S. Bal , Himalaya Publishing House
5. Environmental Priorities in India , Khoshoo , Environmental Society (N.Delhi)

## Business Planning & Entrepreneurial Management

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno

## Accounting for Managerial Decisions

1. Srivastava R M, *Essentials of Business Finance*, Himalaya Publications
2. Anthony R N and Reece JS. *Accounting Principles*, Hoomwood Illinos , Richard D. Irvin
3. Bhattacharya SK and Dearden J. - *Accounting for Management. Text and Cases* , New Delhi.
4. Hingorani NL and ramanthan AR - *Management Accounting* , New Delhi
5. Ravi M. Kishore , *Advanced management Accounting* , Taxmann , NewDelhi
6. Maheshwari SN - *Management and Cost Accounting* , Sultan Chand , New Delhi
7. Gupta , SP - *Management Accounting* , Sahitya Bhawan , Agra .

## Strategic Management

1. Kazmi Azhar, *Business Policy & Strategic Management*, Tata McGraw Hill.
2. P.K. Ghosh : *Business Policy , Strategy , Planning and Management*
3. Christensen , Andrews Dower: *Business Policy- Text and Cases*
4. William F. Gkycj : *Business Policy – Strategy Formation and Management Action*
5. Bongee and Colonan : *Concept of Corporate Strategy*.

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester IV  
with effect from the Academic Year 2017-2018***

**Reference Books**

**Reference Books**

**Financial Institutions & Markets**

1. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers
4. Gordon and Natarajan, Financial Services, Himalaya Publishers
5. Meir Khan, Financial Institutions and Markets, Oxford Press
6. Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.
7. The Indian Financial System-Dr. Bharti Pathak, Pearson.
8. Indian Financial System-M.Y.Khan, Mc.Graw Hill
9. Machiraju, H.R., Indian Financial System, Vikas Publications

**Auditing**

1. CA Surbhi Bansal – Audit and Assurance
2. Taxmann – Auditing
3. Dr.SMeenakumari – Fundamentals of Auditing
4. Baldev Sachdeva&Jagwant Singh Pardeep Kumar – Auditing theory & Practice.

**Strategic Cost Management**

1. Dr. Girish Jakhotiya-Strategic Financial Management
2. Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
3. Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del
4. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

**Corporate Restructuring**

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

## Integrated Marketing Communication

1. Belch, Michael, Belch, George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010
2. Clow ,Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication",Pearson Edu 2014
3. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", Tata Mcgraw Hill 2014
5. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
6. Dutta, Kirti, "Integrated Marketing Communication" Oxford University Press ,2016
7. Gopalakrishnan, P S , "Integrated Marketing Communication: Concepts and Cases", ICFAI University Press, 2008

## Rural Marketing

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopaldaswamy, T.P. : Rural Marketing

## Event Marketing

1. Preston C.A., "Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions", Wiley, Second Edition, 2015
2. Gaur Sanjaya Singh and Sanjay V Saggere, "Event Marketing and Management", Vikas Publishing House Pvt. Ltd. , 2003
3. Sharma Diwakar, "Event Planning & Management", Deep and Deep Publications Pvt. Ltd., 2005
4. Hoyle Leonard H., "Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions", Wiley, 2009
5. Genadinik Alex, "Event Planning-Management and Marketing for Successful Events", CreateSpace Independent Publishing Platform, 2015
6. Harichandan C.P., "Event Management", Global Vision Publishing House, 2010
7. Goyal K. Swarup, "Event Management", Adhyayan Publishers, 2013

## Tourism Marketing

1. S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011
2. Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010
3. Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
4. Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
5. M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005
6. Alan A. Lew, A companion to tourism, Blackwell Publishing
7. Krishnan K Kamra, Tourism: An Overview

## Human Resource Planning and Information System

1. Bhattacharya D.K, Human Resource Planning, Excel Books.
2. John Bramham, Human Resource Planning, University Press.
3. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
4. William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .
5. Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.
6. Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication.

## Training & Development in HRM

1. Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
2. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
3. Employee Training And Development - Raymond Noe
4. Every Trainers Handbook- Devendra Agochia
5. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
6. Training And Development- S.K. Bhatia.

## Change Management

1. Organisational Development by French and Bell
2. An experiential approach to O.D. by Harvey and Brown
3. Consultants and Consulting Styles by Dharani Sinha P.
4. Kavita Singh- Organization change
5. S.K. Bhatia- Organisational Change-
6. K.Ashwathapa- Management & OB, HRM.
7. Radha Sharma- Training & Development.

## Conflict & Negotiation

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B. D. Singh - Negotiation Made Simple (Excel Books, 1st Ed.)

## Information Technology in Business Management-II

1. Information Technology for Management, 6TH ED (With CD )  
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step  
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan
5. (E-Book :  
<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
6. Electronic Commerce - Technologies & Applications.  
Bharat, Bhaskar
7. <https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>

## **Foundation Course –IV- Ethics & Governance**

1. Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2<sup>nd</sup> Edition
2. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2<sup>nd</sup> Edition
4. Richard T DeGeorge, Business Ethics, Pearson, 7<sup>th</sup> Edition
5. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
6. S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
7. Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

## **Business Research Methods**

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
3. Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
4. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
5. Marketing research and applied orientation, Naresh K Malhotra, Pearson
6. Statistics for management, Levin and Reuben, Prentice Hall.
7. Research Methods for Management: S Shajahan, Jaico Publishing

## **Production & Total Quality Management**

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
7. John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
8. David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press



**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III and IV  
with effect from the Academic Year 2017-2018**

**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

**Question Paper Pattern**

**(Internal Assessment- Courses with Practical Courses)**

Sr. No.	Particular	Marks
1	<b>Semester End Practical Examination (20 Marks)</b>	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	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 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 ½ 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 10/5 Marks. 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 ½ 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 10/5 Marks.**

**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

*List of group of Elective Courses(EC) for Semester V (Any Four)		** List of group of Elective Courses(EC) for Semester VI (Any Four)	
<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 – Medclaim – 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
<b>1</b>	<b>Preparation of Final Accounts of Companies</b>
	<p>Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement)</p> <p>Preparation of financial statements as per Companies Act (excluding cash flow statement)</p> <p>AS 1 in relation to final accounts of companies (disclosure of accounting policies)</p>
<b>2</b>	<b>Underwriting of Shares &amp; Debentures</b>
	<p>Introduction, Underwriting, Underwriting Commission</p> <p>Provision of Companies Act with respect to Payment of underwriting commission</p> <p>Underwriters, Sub-Underwriters, Brokers and Manager to Issues</p> <p>Types of underwriting, Abatement Clause</p> <p>Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems</p>
<b>3</b>	<b>Accounting of Transactions of Foreign Currency</b>
	<p>In relation to purchase and sale of goods, services, assets, loan and credit transactions.</p> <p>Computation and treatment of exchange rate differences.</p>
<b>4</b>	<b>Investment Accounting (w.r.t. Accounting Standard- 13)</b>
	<p>For shares (variable income bearing securities)</p> <p>For Debentures/Preference shares (fixed income bearing securities)</p> <p>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).</p> <p>Columnar format for investment account.</p>
<b>5</b>	<b>Ethical Behaviour and Implications for Accountants</b>
	<p>Introduction, Meaning of ethical behavior</p> <p>Financial Reports – link between law, corporate governance, corporate social responsibility and ethics.</p> <p>Need of ethical behavior in accounting profession .</p> <p>Implications of ethical values for the principles versus rule based approaches to accounting standards</p> <p>The principal based approach and ethics</p> <p>The accounting standard setting process and ethics</p> <p>The IFAC Code of Ethics for Professional Accountants</p> <p>Contents of Research Report in Ethical Practices</p> <p>Implications of unethical behavior for financial reports</p> <p>Company Codes of Ethics</p> <p>The increasing role of Whistle – Blowing</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 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>

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**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>

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**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>

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

**4. Customer Relationship Management**

**Modules at a Glance**

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

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

**5. Industrial Marketing**

**Modules at a Glance**

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

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**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="236 199 900 232"><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>

<b>3</b>	<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>
<b>4</b>	<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>

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

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

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

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

**Modules at a Glance**

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



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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**3. Performance Management and Career Planning**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**4. Industrial Relations**

**Modules at a Glance**

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

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**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
1	<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>
2	<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>
3	<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>
4	<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>

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

**6. Stress Management**

**Modules at a Glance**

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

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**Core Course (CC)**

**5. Logistics and Supply Chain Management**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Overview of Logistics and Supply Chain Management	15
2	Elements of Logistics Mix	15
3	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15
4	Recent Trends in Logistics and Supply Chain Management	15
<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="280 259 850 293"><b>a) Introduction to Logistics Management</b></p> <ul data-bbox="339 304 1406 517" style="list-style-type: none"> <li>• 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>• 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="339 573 1406 696" style="list-style-type: none"> <li>• 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="339 752 1406 831" style="list-style-type: none"> <li>• 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="339 887 1406 1010" style="list-style-type: none"> <li>• 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="339 1133 1406 1290" style="list-style-type: none"> <li>• 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="339 1346 1406 1469" style="list-style-type: none"> <li>• 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="339 1525 1406 1648" style="list-style-type: none"> <li>• 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="339 1704 1406 1771" style="list-style-type: none"> <li>• 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>

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**Ability Enhancement Courses (AEC)**

**6. Corporate Communication & Public Relations**

**Modules at a Glance**

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

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**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  
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**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, Jochen Wirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective</i>, Pearson Education, 7th Edition</li> <li>• Ramneek Kapoor, Justin Paul &amp; Biplab Halder, <i>Services Marketing-Concepts And Practices</i>, McgrawHill, 2011</li> <li>• Harsh V. Verma, <i>Services Marketing Text &amp; Cases</i>, Pearson Education, 2nd Edition</li> <li>• K. Ram Mohan Rao, <i>Services Marketing</i>, Pearson Education, 2nd Edition, 2011</li> <li>• C. Bhattacharjee, <i>Service Sector Management</i>, Jaico Publishing House, Mumbai, 2008</li> <li>• Govind Apte, <i>Services Marketing</i>, Oxford Press, 2004</li> </ul>
<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>

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**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- Illrd 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  
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**Reference Books**

<b>Reference Books</b>
<b>Performance Management &amp; Career Planning</b>
<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>
<b>Industrial Relations</b>
<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>
<b>Talent &amp; Competency Management</b>
<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  
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**Reference Books**

<b>Reference Books</b>
<p><b>Stress Management</b></p> <ul style="list-style-type: none"> <li>• <i>Stress management</i> by Susan R. Gregson</li> <li>• <i>Stress management: Leading to Success</i> By B Hiriyappa</li> <li>• <i>Strategic Stress Management: An Organizational Approach</i> by V. Sutherland, C. Cooper</li> <li>• <i>Stress Management: An Integrated Approach to Therapy</i> by Dorothy H.G. Cotton</li> <li>• <i>Stress Management</i> by A. K. Rai</li> <li>• <i>Organizational Stress Management: A Strategic Approach</i> By A. Weinberg, V. Sutherland, C. Cooper</li> <li>• <i>Stress Management</i> by Dr. Nivedita</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</i> Logistics</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

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**Elective Courses (EC)**

**Group A: Finance Electives**

**1. International Finance**

**Modules at a Glance**

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



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**Elective Courses (EC)**

**Group A: Finance Electives**

**2. Innovative Financial Services**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group A: Finance Electives**

**3. Project Management**

**Modules at a Glance**

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

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

**4. Strategic Financial Management**

**Modules at a Glance**

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



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

**5. Financing Rural Development**

**Modules at a Glance**

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

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

**6. Indirect Taxes**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Indirect Taxation and GST	10
2	Concept of Supply	20
3	Registration and Computation of GST	20
4	Filing of Returns	10
<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	<p data-bbox="236 192 794 226"><b>Introduction to Indirect Taxation and GST</b></p> <p data-bbox="236 237 1477 315"><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 data-bbox="236 327 1477 495"><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 data-bbox="236 506 1477 719"><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 data-bbox="236 730 1477 831"><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	<p data-bbox="236 848 483 882"><b>Concept of Supply</b></p> <p data-bbox="236 896 1477 1019"><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 data-bbox="236 1030 1477 1153"><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 data-bbox="236 1164 1477 1288"><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 data-bbox="236 1299 1477 1467"><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	<p data-bbox="236 1482 738 1516"><b>Registration and Computation of GST</b></p> <p data-bbox="236 1527 1477 1695"><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 data-bbox="236 1706 1409 1740"><b>B. Computation of GST</b> – Computation of GST under Inter State and Intra State Supplies.</p> <p data-bbox="236 1751 1477 1830"><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	<p data-bbox="236 1839 459 1872"><b>Filing of Returns</b></p> <p data-bbox="236 1883 1457 1962"><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 data-bbox="236 1973 1457 2051"><b>B. Returns</b> –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)</p>

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**Elective Courses (EC)**

**Group B: Marketing Electives**

**1. Brand Management**

**Modules at a Glance**

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

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

**2. Retail Management**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Retail Management- An overview	15
2	Retail Consumer and Retail Strategy	15
3	Merchandise Management and Pricing	15
4	Managing and Sustaining Retail	15
<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 1401 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 1401 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 1401 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 1097 1401 1218" 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 1305 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 1413 528 1447"><b>c) Retail Strategy:</b></p> <ul data-bbox="325 1460 1193 1494" style="list-style-type: none"> <li>• Meaning, Steps in Developing Retail Strategy, Retail Value Chain</li> </ul> <p data-bbox="277 1507 655 1541"><b>d) Store Location Selection:</b></p> <ul data-bbox="325 1554 1286 1588" style="list-style-type: none"> <li>• Meaning, Types of Retail Locations, Factors Influencing Store Location</li> </ul> <p data-bbox="277 1601 512 1635"><b>e) HRM in Retail:</b></p> <ul data-bbox="325 1648 1401 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>

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**Elective Courses (EC)**

**Group B: Marketing Electives**

**3. International Marketing**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group B: Marketing Electives**

**4. Media Planning and Management**

**Modules at a Glance**

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

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

**5. Sports Marketing**

**Modules at a Glance**

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

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

**6. Marketing of Non-Profit Organisation**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**1. HRM in Global Perspective**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**2. Organisational Development**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**3. HRM in Service Sector Management**

**Modules at a Glance**

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

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

**4. Workforce Diversity**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**5. Human Resource Accounting & Auditing**

**Modules at a Glance**

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

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**Elective Courses (EC)**

**Group C: Human Resource Electives**

**6. Indian Ethos in Management**

**Modules at a Glance**

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

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**Core Course (CC)**

**5. Operations Research**

**Modules at a Glance**

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

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**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>

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(BMS) Programme at Semester VI  
with effect from the Academic Year 2018-2019**

**Reference Books**

<b>Reference Books</b>
<b>Retail Management</b>
<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>

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(BMS) Programme at Semester VI  
with effect from the Academic Year 2018-2019**

**Reference Books**

<b>Reference Books</b>
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<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>
<b>Marketing of Non-Profit Organisation</b>
<ul style="list-style-type: none"> <li>• <i>Philip Kotler &amp; Alan R Andersan, 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>
<b>HRM in Global Perspective</b>
<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>

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with effect from the Academic Year 2018-2019**

**Reference Books**

<b>Reference Books</b>
<b>Organisational Development</b>
<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>
<b>HRM in Service Sector Management</b>
<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>
<b>Workforce Diversity</b>
<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  
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**Reference Books**

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<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.

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**Scheme of Evaluation**

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

**A) Internal Assessment: 25 %**

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

Sr. No.	Particular	Marks
1	<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.**