

University of Mumbai



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

Under Credit, Grading and Semester System

With Effect from Academic Year 2016-2017

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

Revised Syllabus of Courses of Bachelor of Management Studies Programme at Semester V

SN	Course Code	Title of the Course
Compulsory Courses		
1	UBMSFSV.1	Logistics and Supply Chain Management
2	UBMSFSV.2	Ethics and Governance
3	UBMSFSV.3	Project Work
Any one Elective Group to be selected by the learned		
Group A : Finance Group - Electives		
1	UBMSFSV.4	Investment Analysis and Portfolio Management
2	UBMSFSV.5	Commodity and Derivatives Market
3	UBMSFSV.6	Wealth Management
4	UBMSFSV.7	Strategic Financial Management
Group B : Marketing Group - Electives		
1	UBMSFSV.8	Service Marketing
2	UBMSFSV.9	E-Commerce and Digital Marketing
3	UBMSFSV.10	Sales and Distribution Management
4	UBMSFSV.11	Customer Relationship Management
Group C : Human Resource Group - Electives		
1	UBMSFSV.12	Finance for HR Professionals and Compensation Management
2	UBMSFSV.13	Strategic Human Resource Management and HR Policies
3	UBMSFSV.14	Performance Management and Career Planning
4	UBMSFSV.15	Industrial Relations

With effect from Academic Year 2016-2017

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.1

Logistics and Supply Chain Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Overview of Logistics and Supply Chain Management
	<p>a) Introduction to Logistics Management</p> <ul style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p>b) Introduction to Supply Chain Management</p> <ul style="list-style-type: none"> • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p>c) Customer Service: Key Element of Logistics</p> <ul style="list-style-type: none"> • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers <p>d) Demand Forecasting</p> <ul style="list-style-type: none"> • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)
2	Elements of Logistics Mix
	<p>a) Transportation</p> <ul style="list-style-type: none"> • Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation <p>b) Warehousing</p> <ul style="list-style-type: none"> • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p>c) Materials Handling</p> <ul style="list-style-type: none"> • Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments <p>d) Packaging</p> <ul style="list-style-type: none"> • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

SN	Modules/ Units
3	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis
	<p>a) Inventory Management</p> <ul style="list-style-type: none"> • Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels) <p>b) Logistics Costing</p> <ul style="list-style-type: none"> • Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing <p>c) Performance Measurement in Supply Chain</p> <ul style="list-style-type: none"> • Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System <p>d) Logistical Network Analysis</p> <ul style="list-style-type: none"> • Meaning, Objectives, Importance, Scope, RORO/LASH
4	Recent Trends in Logistics and Supply Chain Management
	<p>a) Information Technology in Logistics</p> <ul style="list-style-type: none"> • Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure <p>b) Modern Logistics Infrastructure</p> <ul style="list-style-type: none"> • Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains <p>c) Logistics Outsourcing</p> <ul style="list-style-type: none"> • Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition <p>d) Logistics in the Global Environment</p> <ul style="list-style-type: none"> • Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSV.2
Ethics and Governance**

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Ethics and Business Ethics	15
2	Ethics in Marketing, Finance and HRM	15
3	Corporate Governance	15
4	Corporate Social Responsibility (CSR)	15
	Total	60

Objectives

SN	Objectives
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 organization
4	To study the ethical business practices, CSR and Corporate Governance practiced by various organization

SN	Modules/ Units
1	Introduction to Ethics and Business Ethics
	<p>a) Ethics</p> <ul style="list-style-type: none"> • Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial • Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition <p>b) Business Ethics</p> <ul style="list-style-type: none"> • 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
2	Ethics in Marketing, Finance and HRM
	<p>a) Ethics in Marketing:</p> <ul style="list-style-type: none"> • Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements <p>b) Ethics In Finance:</p> <ul style="list-style-type: none"> • 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 <p>c) Ethics in Human Resource Management:</p> <ul style="list-style-type: none"> • Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership
3	Corporate Governance
	<ul style="list-style-type: none"> • Concept, History of Corporate Governance in India, Need for Corporate Governance • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading

SN	Modules/ Units
4	Corporate Social Responsibility (CSR)
	<ul style="list-style-type: none">• Meaning of CSR, Evolution of CSR, Types of Social Responsibility• Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract• Need for CSR• CSR Principles and Strategies• Issues in CSR• Social Accounting• Tata Group's CSR Rating Framework• Sachar Committee Report on CSR• Ethical Issues in International Business Practices• Recent Guidelines in CSR• Society's Changing Expectations of Business With Respect to Globalisation• Future of CSR

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.3

Project Work

100 Marks Project
Minimum 20 days/100 hours of internship with an Organisation/ NGO/ Charitable Organisation
OR
Research Project based on Electives
Note
<ul style="list-style-type: none">• Report submission of minimum 50 pages• Experience certificate wherever applicable
Evaluation Methodology
<ul style="list-style-type: none">• 75 marks external examiner- 50 marks for report + 25 marks for viva/presentation• 25 marks internal examiner-15 marks for report + 10 marks for viva/presentation

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.4

Investment Analysis and Portfolio Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Investment Environment
	<p>a) Introduction to Investment Environment</p> <ul style="list-style-type: none"> • Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives <p>b) Capital Market in India</p> <ul style="list-style-type: none"> • Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks
2	Risk - Return Relationship
	<ul style="list-style-type: none"> • Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.
3	Portfolio Management and Security Analysis
	<p>a) Portfolio Management:</p> <ul style="list-style-type: none"> • Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. <p>b) Security Analysis:</p> <ul style="list-style-type: none"> • Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement
	<p>a) Theories:</p> <ul style="list-style-type: none"> • Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory <p>b) Capital Asset Pricing Model:</p> <ul style="list-style-type: none"> • Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line <p>c) Portfolio Performance Measurement:</p> <ul style="list-style-type: none"> • Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

**Bachelor of Management Studies Programme at Semester V
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Course Code: UBMSFSV.5

Commodity and Derivatives Market

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Commodities Market and Derivatives Market
	<p>a) Introduction to Commodities Market :</p> <ul style="list-style-type: none"> • Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities <p>b) Introduction to Derivatives Market:</p> <ul style="list-style-type: none"> • Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.
2	Futures and Hedging
	<p>a) Futures:</p> <ul style="list-style-type: none"> • Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model <p>b) Hedging:</p> <ul style="list-style-type: none"> • Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge
3	Options and Option Pricing Models
	<p>a) Options:</p> <ul style="list-style-type: none"> • Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies <p>b) Options Pricing Models:</p> <ul style="list-style-type: none"> • Binomial Option Pricing Model, Black - Scholes Option Pricing Model
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk
	<p>a) Trading, Clearing & Settlement In Derivatives Market:</p> <ul style="list-style-type: none"> • Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement <p>b) Types of Risk:</p> <ul style="list-style-type: none"> • Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.6

Wealth Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction
	<p>a) Introduction To Wealth Management:</p> <ul style="list-style-type: none"> • Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager <p>b) Personal Financial Statement Analysis:</p> <ul style="list-style-type: none"> • Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. <p>c) Economic Environment Analysis:</p> <ul style="list-style-type: none"> • Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent
2	Insurance Planning and Investment Planning
	<p>a) Insurance Planning:</p> <ul style="list-style-type: none"> • Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT <p>b) Investment Planning:</p> <ul style="list-style-type: none"> • Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies
3	Financial Mathematics/ Tax and Estate Planning
	<p>a) Financial Mathematics:</p> <ul style="list-style-type: none"> • Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios <p>b) Tax and Estate Planning:</p> <ul style="list-style-type: none"> • Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions
4	Retirement Planning/ Income Streams & Tax Savings Schemes
	<p>a) Retirement Planning:</p> <ul style="list-style-type: none"> • Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment <p>b) Income Streams & Tax Savings Schemes:</p> <ul style="list-style-type: none"> • Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

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**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.7

Strategic Financial Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Dividend Decision and XBRL
	<p>a) Dividend Decision:</p> <ul style="list-style-type: none"> • Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy <p>b) XBRL:</p> <ul style="list-style-type: none"> • Introduction, Advantages and Disadvantages, Features and Users
2	Capital Budgeting and Capital Rationing
	<p>a) Capital Budgeting:</p> <ul style="list-style-type: none"> • Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. <p>b) Capital Rationing:</p> <ul style="list-style-type: none"> • Meaning, Advantages, Disadvantages, Practical Problems
3	Shareholder Value and Corporate Governance/ Corporate Restructuring
	<p>a) Shareholder Value and Corporate Governance:</p> <ul style="list-style-type: none"> • Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India <p>b) Corporate Restructuring:</p> <ul style="list-style-type: none"> • Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.
4	Financial Management in Banking Sector and Working Capital Financing
	<p>a) Financial Management in Banking Sector:</p> <ul style="list-style-type: none"> • An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances <p>b) Working Capital Financing:</p> <ul style="list-style-type: none"> • Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.8

Service Marketing

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction of Services Marketing
	<ul style="list-style-type: none"> • Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services • Role of Services in Modern Economy, Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer Behaviour, Positioning a Service in the Market Place • Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty • Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change
2	Key Elements of Services Marketing Mix
	<ul style="list-style-type: none"> • The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting • Branding of Services – Problems and Solutions • Options for Service Delivery
3	Managing Quality Aspects of Services Marketing
	<ul style="list-style-type: none"> • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment
4	Marketing of Services
	<ul style="list-style-type: none"> • International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.9

E-Commerce and Digital Marketing

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to E-commerce
	<ul style="list-style-type: none"> • Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social • Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Impact of E-Commerce on Business, Ecommerce in India • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce
2	E-Business & Applications
	<ul style="list-style-type: none"> • E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. • Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. • Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website
3	Payment, Security, Privacy & Legal Issues in E-Commerce
	<ul style="list-style-type: none"> • Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems : Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. • Types of Transaction Security • E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000

SN	Modules/ Units
4	Digital Marketing
	<ul style="list-style-type: none">• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.• Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts.• Digital Marketing on various Social Media platforms.• Online Advertisement, Online Marketing Research, Online PR• Web Analytics• Promoting Web Traffic• Latest developments and Strategies in Digital Marketing.

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.10

Sales and Distribution Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction
	<p>a) Sales Management:</p> <ul style="list-style-type: none"> • Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions • Qualities of a Sales Manager • Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. • Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure <p>b) Distribution Management:</p> <ul style="list-style-type: none"> • Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. <p>c) Integration of Marketing, Sales and Distribution</p>
2	Market Analysis and Selling
	<p>a) Market Analysis:</p> <ul style="list-style-type: none"> • Market Analysis and Sales Forecasting, Methods of Sales Forecasting • Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota • Factors Determining Fixation of Sales Quota • Assigning Territories to Salespeople <p>b) Selling:</p> <ul style="list-style-type: none"> • Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing • Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory • Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill • Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy • Difference Between Consumer Selling and Organizational Selling • Difference Between National Selling and International Selling

SN	Modules/ Units
3	Distribution Channel Management
	<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels <ul style="list-style-type: none"> ▪ Channel Design ▪ Channel Policy ▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict ▪ Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution ▪ Motivating Channel Members ▪ Selecting Channel Partners ▪ Evaluating Channels ▪ Channel Control
4	Performance Evaluation, Ethics and Trends
	<p>a) Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> • Sales Performance – Meaning • Methods of Supervision and Control of Sales Force • Sales Performance Evaluation Criteria- Key Result Areas (KRAs) • Sales Performance Review • Sales Management Audit <p>b) Measuring Distribution Channel Performance:</p> <ul style="list-style-type: none"> • Evaluating Channels- Effectiveness, Efficiency and Equity • Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit <p>c) Ethics in Sales Management</p> <p>d) New Trends in Sales and Distribution Management</p>

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.11

Customer Relationship Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Customer Relationship Management
	<ul style="list-style-type: none"> • Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners • Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM • Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges
2	CRM Marketing Initiatives, Customer Service and Data Management
	<ul style="list-style-type: none"> • CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing • CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management • CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting
3	CRM Strategy, Planning, Implementation and Evaluation
	<ul style="list-style-type: none"> • Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits • Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy • Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement • CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change

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

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**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.12

**Finance for HR Professionals and
Compensation Management**

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Compensation Plans and HR Professionals
	<ul style="list-style-type: none"> • Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation • Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation • 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security • Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India.
2	Incentives and Wages
	<ul style="list-style-type: none"> • Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System • Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan. • Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory.
3	Compensation to Special Groups and Recent Trends
	<ul style="list-style-type: none"> • Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. • Human Resource Accounting – Meaning, Features, Objectives and Methods • Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages.
4	Legal and Ethical issues in Compensation
	<ul style="list-style-type: none"> • Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. • 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.

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.13

Strategic Human Resource Management and HR Policies

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	SHRM - An Overview
	<ul style="list-style-type: none"> • Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model • HR Environment –Environmental trends and HR Challenges • Linking SHRM and Business Performance
2	HR Strategies
	<ul style="list-style-type: none"> • Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance
3	HR Policies
	<ul style="list-style-type: none"> • Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony
4	Recent Trends in SHRM
	<ul style="list-style-type: none"> • i.e. Mentoring • Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement • Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model • Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. • Human Capital Management –Meaning and Role • New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment • Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.

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**Bachelor of Management Studies Programme at Semester V
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Course Code: UBMSFSV.14

Performance Management and Career Planning

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Performance Management – An Overview
	<ul style="list-style-type: none"> • Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle • Best Practices in Performance Management, Future of Performance Management. • Role of Technology in Performance Management
2	Performance Management Process
	<ul style="list-style-type: none"> • Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking • Performance Managing – Meaning, Objectives, Process • Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach • Performance Monitoring–Meaning, Objectives and Process • Performance Management Implementation – Strategies for Effective Implementation of Performance Management • Linking Performance Management to Compensation • Concept of High Performance Teams
3	Ethics, Under Performance and Key Issues in Performance Management
	<ul style="list-style-type: none"> • Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management • Under Performers and Approaches to Manage Under Performers, Retraining • Key Issues and Challenges in Performance Management • Potential Appraisal: Steps, Advantages and Limitations. • Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.
4	Career Planning and Development
	<ul style="list-style-type: none"> • Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning • Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives • Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model • New Organizational Structures and Changing Career Patterns

**Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSV.15

Industrial Relations

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Industrial Relations- An overview
	<ul style="list-style-type: none"> • Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial Relations, Issues and Challenges of industrial relations in India
2	Industrial Disputes
	<p>a) Industrial Disputes:</p> <ul style="list-style-type: none"> • Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc) • Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment <p>b) Employee Discipline:</p> <ul style="list-style-type: none"> • Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. <p>c) Grievance Handling:</p> <ul style="list-style-type: none"> • Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India. <p>d) Workers' Participation in Management:</p> <ul style="list-style-type: none"> • Meaning and Types with Respect to India
3	Trade Unions and Collective Bargaining
	<p>a) Trade Unions:</p> <ul style="list-style-type: none"> • Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition 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. <p>b) Collective Bargaining:</p> <ul style="list-style-type: none"> • Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining, Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.

SN	Modules/ Units
4	Industrial Relations Related Laws in India
	<ul style="list-style-type: none">• Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal• The Trade Unions Act, 1926;• The Industrial Employment (Standing Orders) Act, 1946;• The Industrial Disputes Act, 1947;• The Factories' Act, 1948• The Minimum Wages Act, 1948

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Revised Syllabus of Courses of Bachelor of Management Studies Programme at Semester VI

SN	Course Code	Title of the Course
Compulsory Courses		
1	UBMSFSVI.1	Operation Research
2	UBMSFSVI.2	Indian Ethos in Management
3	UBMSFSVI.3	Corporate Communication and Public Relations
Any one Elective Group to be selected by the learned		
Group A : Finance Group - Electives		
1	UBMSFSVI.4	Risk Management
2	UBMSFSVI.5	International Finance
3	UBMSFSVI.6	Innovative Financial Services
4	UBMSFSVI.7	Project Management
Group B : Marketing Group - Electives		
1	UBMSFSVI.8	Brand Management
2	UBMSFSVI.9	Retail Management
3	UBMSFSVI.10	International Marketing
4	UBMSFSVI.11	Media Planning and Management
Group C : Human Resource Group - Electives		
1	UBMSFSVI.12	HRM in Global Perspective
2	UBMSFSVI.13	Organizational Development
3	UBMSFSVI.14	HRM In Service Sector Management
4	UBMSFSVI.15	Human Resource Planning and Information System

With effect from Academic Year 2016-2017

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSVI.1

Operation 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	Decision Theory, Sequencing and Theory of Games	15
	Total	60

Objectives

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

SN	Modules/ Units
1	Introduction to Operations Research and Linear Programming
	<p>a) Introduction To Operations Research</p> <ul style="list-style-type: none"> • Operations Research - Definition, Characteristics of OR, Models, OR Techniques, Areas of Application, Limitations of OR. <p>b) Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none"> • Introduction to Linear Programming • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. <p>d) Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> • Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) • Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) • All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. <p>Note:</p> <ol style="list-style-type: none"> 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. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included.

SN	Modules/ Units
2	Assignment and Transportation Models
	<p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. <p>Note:</p> <ol style="list-style-type: none"> 1. Travelling Salesman Assignment Problem is not included. <p>b) Transportation Problems</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • <u>Initial Feasible Solution (IFS)</u> by: <ol style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and Δ) • <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS. <p>Note:</p> <ol style="list-style-type: none"> 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.

SN	Modules/ Units
3	Network Analysis
	<p>a) Critical Path Method (CPM)</p> <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float <p>b) Project Crashing</p> <ul style="list-style-type: none"> • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Direct, Indirect, Penalty and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing <p>c) Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using tevalues of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • 'Prob. Z' Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. • Meaning, Objectives, Importance, Scope, RORO/LASH

SN	Modules/ Units
4	Decision Theory, Sequencing and Theory of Games
	<p>a) Decision Theory</p> <ul style="list-style-type: none"> • Decision Environments – Risk & Uncertainty. Payoff Table, Regret Table • Decision Making under Uncertainty <ul style="list-style-type: none"> ▪ Maximin & Maximax Criteria ▪ Minimax Regret Criterion ▪ Laplace Criterion ▪ Hurwicz Criterion ▪ Expected Monetary Value Criterion. ▪ Expected Value of Perfect Information (E.V.P.I) ▪ Expected Opportunity Loss (E.O.L). <p>b) Job Sequencing Problem</p> <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. <p>c) Theory of Games</p> <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: <ul style="list-style-type: none"> ▪ Two Person Zero Sum Games <ul style="list-style-type: none"> - Pure Strategy Games (Saddle Point available)

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.2
Indian Ethos in Management**

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Indian Ethos – An Overview
	<p>a) Indian Ethos</p> <ul style="list-style-type: none"> • Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices <p>b) Management Lessons from Scriptures:</p> <ul style="list-style-type: none"> • Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra <p>Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management</p>
2	Work Ethos and Values
	<p>a) Work Ethos:</p> <ul style="list-style-type: none"> • Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos <p>b) Values:</p> <ul style="list-style-type: none"> • Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. • Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture
3	Stress Management
	<p>a) Stress Management:</p> <ul style="list-style-type: none"> • Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress <p>b) Stress Management Techniques:</p> <ul style="list-style-type: none"> • Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance <p>c) Leadership:</p> <ul style="list-style-type: none"> • Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta <p>d) Motivation:</p> <ul style="list-style-type: none"> • Meaning, Indian Approach to Motivation, Techniques

SN	Modules/ Units
4	Indian Systems of Learning
	<p>a) Learning: Meaning, Mechanisms</p> <ul style="list-style-type: none">• Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages• Modern System of Learning: Meanings, Features, Advantages, Disadvantages• Karma: Meaning, Importance of Karma to Managers, Nishkama Karma• Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection• Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma• Self-Management: Personal growth and Lessons from Ancient Indian Education System• Personality Development: Meaning, Determinants, Indian Ethos and Personality Development

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSVI.3

Corporate Communication and Public Relations

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Foundation of Corporate Communication
	<p>a) Corporate Communication: Scope and Relevance</p> <ul style="list-style-type: none"> • Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario <p>b) Keys concept in Corporate Communication</p> <ul style="list-style-type: none"> • Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation <p>c) Ethics and Law in Corporate Communication</p> <ul style="list-style-type: none"> • Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI
2	Understanding Public Relations
	<p>a) Fundamental of Public Relations:</p> <ul style="list-style-type: none"> • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business <p>b) Emergence of Public Relations:</p> <ul style="list-style-type: none"> • Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations <p>c) Public Relations Environment:</p> <ul style="list-style-type: none"> • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues <p>d) Theories used in Public Relations:</p> <ul style="list-style-type: none"> • Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory
3	Functions of Corporate Communication and Public Relations
	<p>a) Media Relations:</p> <ul style="list-style-type: none"> • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations <p>b) Employee Communication:</p> <ul style="list-style-type: none"> • 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 <p>c) Crisis Communication:</p> <ul style="list-style-type: none"> • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building <p>d) Financial Communication:</p> <ul style="list-style-type: none"> • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising

SN	Modules/ Units
4	Emerging Technology in Corporate Communication and Public Relations
	<p>a) Contribution of Technology to Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) <p>b) Information Technology in Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation <p>c) Corporate Blogging</p> <ul style="list-style-type: none"> • Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.4
Risk Management
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Foundation of Corporate Communication
	<p>a) Foundation of Corporate Communication</p> <ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control
2	Understanding Public Relations
	<p>a) Risk Hedging Instruments and Mechanism:</p> <ul style="list-style-type: none"> • Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation <p>b) Enterprise Risk Management:</p> <ul style="list-style-type: none"> • Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register
3	Functions of Corporate Communication and Public Relations
	<p>a) Risk Governance:</p> <ul style="list-style-type: none"> • Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance <p>b) Risk Assurance:</p> <ul style="list-style-type: none"> • Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk <p>c) Risk and Stakeholders Expectations:</p> <ul style="list-style-type: none"> • Identifying the Range of Stakeholders and Responding to Stakeholders Expectations
4	Risk Management in Insurance
	<p>a) Insurance Industry:</p> <ul style="list-style-type: none"> • Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary <p>b) Players of Insurance Business:</p> <ul style="list-style-type: none"> • Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification <p>c) Claim Management:</p> <ul style="list-style-type: none"> • General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.5
International Finance
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Fundamentals of International Finance
	<p>a) Introduction to International Finance:</p> <ul style="list-style-type: none"> • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance <p>b) Balance of Payment:</p> <ul style="list-style-type: none"> • 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. <p>c) International Monetary Systems:</p> <ul style="list-style-type: none"> • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System <p>d) An introduction to Exchange Rates:</p> <ul style="list-style-type: none"> • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations <ul style="list-style-type: none"> ▪ Direct & Indirect Rates ▪ Cross Currency Rates ▪ Spread & Spread % • Factors Affecting Exchange Rates
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
	<p>a) Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) <p>b) International Parity Relationships & Foreign Exchange Rate:</p> <ul style="list-style-type: none"> • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) <p>c) Currency & Interest Rate Futures:</p> <ul style="list-style-type: none"> • Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India

SN	Modules/ Units
3	World Financial Markets & Institutions & Risks
	<p>a) Euro Currency Bond Markets:</p> <ul style="list-style-type: none"> • Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market <p>b) International Equity Markets & Investments:</p> <ul style="list-style-type: none"> • Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR,GDR,IDR <p>c) International Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market <p>d) International Capital Budgeting:</p> <ul style="list-style-type: none"> • Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV
4	Foreign Exchange Risk, Appraisal & Tax Management
	<p>a) Foreign Exchange Risk Management:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation <p>b) International Tax Environment:</p> <ul style="list-style-type: none"> • Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities <p>c) International Project Appraisal:</p> <ul style="list-style-type: none"> • Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.6
Innovative Financial Services
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Introduction to Traditional Financial Services
	<p>a) Financial Services:</p> <ul style="list-style-type: none"> • Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework <p>b) Factoring and Forfaiting:</p> <ul style="list-style-type: none"> • Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems. <p>c) Bill Discounting:</p> <ul style="list-style-type: none"> • Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.
2	Issue Management and Securitization
	<p>a) Issue Management and Intermediaries:</p> <ul style="list-style-type: none"> • Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue <p>b) Stock Broking:</p> <ul style="list-style-type: none"> • Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading <p>c) Securitization:</p> <ul style="list-style-type: none"> • Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization
3	Financial Services and its Mechanism
	<p>a) Lease and Hire-Purchase:</p> <ul style="list-style-type: none"> • Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. • Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase. <p>b) Housing Finance:</p> <ul style="list-style-type: none"> • Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies

SN	Modules/ Units
	<p>c) Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>
4	<p>Consumer Finance and Credit Rating</p>
	<p>a) Consumer Finance:</p> <ul style="list-style-type: none"> • 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 <p>b) Plastic Money:</p> <ul style="list-style-type: none"> • Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. • Smart Cards- Features, Types, Security Features and Financial Applications <p>c) Credit Rating:</p> <ul style="list-style-type: none"> • 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

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.7
Project Management
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Introduction to Project Management & Project Initiation
	<p>a) Introduction to Project Management:</p> <ul style="list-style-type: none"> • Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management <p>b) Organizational Structure (Project Organization):</p> <ul style="list-style-type: none"> • Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. <p>c) Project Initiation:</p> <ul style="list-style-type: none"> • Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection • Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager • Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling
2	Analyzing Project Feasibility
	<p>a) Project Feasibility Analysis:</p> <ul style="list-style-type: none"> • Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility • Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility • SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) <p>b) Market Analysis:</p> <ul style="list-style-type: none"> • Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis <p>c) Technical Analysis:</p> <ul style="list-style-type: none"> • Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management <p>d) Operational Analysis:</p> <ul style="list-style-type: none"> • Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations

SN	Modules/ Units
3	Budgeting, Cost & Risk Estimation in Project Management
	<p>a) Funds Estimation in Project:</p> <ul style="list-style-type: none"> • Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance <p>b) Risk Management in Projects:</p> <ul style="list-style-type: none"> • What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) <p>c) Cost Benefit Analysis in Projects</p> <ul style="list-style-type: none"> • Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions
4	New Dimensions in Project Management
	<p>a) Modern Development in Project Management:</p> <ul style="list-style-type: none"> • Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning <p>b) Project Monitoring & Controlling:</p> <ul style="list-style-type: none"> • Introduction to Project Monitoring & Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle <p>c) Project Termination & Solving Project Management Problems:</p> <ul style="list-style-type: none"> • Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.8
Brand Management
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Introduction to Brand Management
	<p>a) Introduction to Brand Management:</p> <ul style="list-style-type: none"> • Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
2	Planning and Implementing Brand Marketing Programs
	<p>a) Planning and Implementing Brand Marketing Programs:</p> <ul style="list-style-type: none"> • Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements • Integrating Marketing Programs and Activities • Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing • Product Strategy: Perceived Quality and Relationship Marketing • Pricing Strategy: Setting Prices to Build Brand Equity • Channel Strategy: Direct, Indirect Channels • Promotion Strategy: Developing Integrated Marketing Communication Programs • Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
3	Measuring and Interpreting Brand Performance
	<p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> • Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association • Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <p>c) Young and Rubicam's Brand Asset Valuator</p> <p>d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis • Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology

4	Growing and Sustaining Brand Equity
	<p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none">• Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy• Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels• Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing <p>b) Brand Extensions:</p> <ul style="list-style-type: none">• Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands over Time:</p> <ul style="list-style-type: none">• Reinforcing Brands, Revitalising Brands <p>d) Building Global Customer Based Brand Equity</p>

**Bachelor of Management Studies Programme at Semester VI
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**Course Code: UBMSFSVI.9
Retail Management
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Retail Management- An overview
	<p>a) Retail Management:</p> <ul style="list-style-type: none"> • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b) Retail Formats:</p> <ul style="list-style-type: none"> • Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations <p>c) Emerging Trends in Retailing</p> <ul style="list-style-type: none"> • Impact of Globalization on Retailing • I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario • Franchising: Meaning, Types, Advantages and Limitations, Franchising in India • Green Retailing • Airport Retailing
2	Retail Consumer and Retail Strategy
	<p>a) Retail Consumer/Shopper:</p> <ul style="list-style-type: none"> • Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers <p>b) CRM in Retail:</p> <ul style="list-style-type: none"> • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community <p>c) Retail Strategy:</p> <ul style="list-style-type: none"> • Meaning, Steps in Developing Retail Strategy, Retail Value Chain <p>d) Store Location Selection:</p> <ul style="list-style-type: none"> • Meaning, Types of Retail Locations, Factors Influencing Store Location <p>e) HRM in Retail:</p> <ul style="list-style-type: none"> • Meaning, Significance, Functions • Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store

SN	Modules/ Units
3	Merchandise Management and Pricing
	<p>a) Merchandise Management</p> <ul style="list-style-type: none"> • Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise <p>b) Buying Function:</p> <ul style="list-style-type: none"> • Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label</p> <ul style="list-style-type: none"> • Meaning, Need and Importance, Private Labels in India <p>e) Retail Pricing</p> <ul style="list-style-type: none"> • Meaning, Considerations in Setting Retail Pricing • Pricing Strategies: <ul style="list-style-type: none"> High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing • Variable Pricing and Price Discrimination- Meaning <ul style="list-style-type: none"> Types: <ul style="list-style-type: none"> ▪ Individualized Variable Pricing/First Degree Price ▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing ▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination
4	Managing and Sustaining Retail
	<p>a) Retail Store Operations:</p> <ul style="list-style-type: none"> • Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff) <p>b) Store Design and Layout:</p> <ul style="list-style-type: none"> • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics • Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning, Significance, Concept of Digital Signage • Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps

SN	Modules/ Units
	<p>c) Visual Merchandising and Display:</p> <ul style="list-style-type: none">• Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising• The Concept of Planogram• Display- Meaning, Methods of Display, Errors in Creating Display <p>d) Mall Management</p> <ul style="list-style-type: none">• Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management <p>e) Legal and Ethical Aspects of Retailing</p> <ul style="list-style-type: none">• Licenses/Permissions Required to Start Retail Store in India• Ethical Issues in Retailing <p>Career Options in Retailing</p>

**Bachelor of Management Studies Programme at Semester VI
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**Course Code: UBMSFSVI.10
International Marketing
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Introduction to International Marketing & Trade
	<p>a) Introduction of International Marketing:</p> <ul style="list-style-type: none"> • Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization <p>b) Introduction to International Trade:</p> <ul style="list-style-type: none"> • Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC
2	International Marketing Environment and Marketing Research
	<p>a) International Marketing Environment:</p> <ul style="list-style-type: none"> • Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) • Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License. • Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) <p>b) Marketing Research:</p> <ul style="list-style-type: none"> • Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research
3	International Marketing Mix
	<p>a) International Product Decision</p> <ul style="list-style-type: none"> • International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning

SN	Modules/ Units
	<p>b) International Pricing Decision:</p> <ul style="list-style-type: none"> • Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing • International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing • International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing • International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing <p>c) International Distribution Decisions</p> <ul style="list-style-type: none"> • Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel <p>d) International Promotion Decisions</p> <ul style="list-style-type: none"> • Concept of International Promotion Decision • Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness • Standardization V/S Adaptation of International Promotional Strategies • International Promotional Tools/Elements
4	Developments in International Marketing
	<p>a) Introduction -Developing International Marketing Plan:</p> <ul style="list-style-type: none"> • Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan <p>b) International strategies:</p> <ul style="list-style-type: none"> • Need for International Strategies, Types of International Strategies <p>c) International Marketing of Services</p> <ul style="list-style-type: none"> • 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

**Bachelor of Management Studies Programme at Semester VI
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Course Code: UBMSFSVI.11

**Media Planning and Management
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Overview of Media and Media Planning
	<p>a) Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> • Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact 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 <p>b) Media Research:</p> <ul style="list-style-type: none"> • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CLB Listenership Survey
2	Media Mix and Media Strategy
	<p>a) Media Mix:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix <p>b) Media Choices:</p> <ul style="list-style-type: none"> • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations <p>c) Emerging Media:</p> <ul style="list-style-type: none"> • Online, Mobile, Gaming, In flight, In Store, Interactive Media <p>d) Media Strategy:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.

SN	Modules/ Units
3	Media Budgeting, Buying & Scheduling
	<p>a) Media Budget</p> <ul style="list-style-type: none"> • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase • Importance of Media Budget. • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. <p>b) Media Buying:</p> <ul style="list-style-type: none"> • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback • Criteria in Media Buying <p>c) Media Scheduling</p> <ul style="list-style-type: none"> • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers

SN	Modules/ Units
4	Developments in International Marketing
	<p>a) Media Measurement:</p> <ul style="list-style-type: none"> • Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach • Television Metrics: Dairy v/s Peplemeter, TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership • Radio Metrics: Arbitron Radio Rating • Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. • OOH Metrics: Traffic Audit Bureau (TAB) <p>b) Benchmarking Metrics:</p> <ul style="list-style-type: none"> • Share, Profile, and Selectivity Index <p>c) Plan Metrics:</p> <ul style="list-style-type: none"> • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). <p>d) Evaluating Media Buys</p> <ul style="list-style-type: none"> • Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships • Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. • Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.12
HRM in Global Perspective
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	International HRM – An Overview
	<p>a) International HRM – An Overview:</p> <ul style="list-style-type: none"> • International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions • Difference between International HRM and Domestic HRM • Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric • Limitations to IHRM • Qualities of Global Managers • Organizational Dynamics and IHRM • Components of IHRM- Cross Cultural Management and Comparative HRM • Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers • Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM • Managing Diversity in Workforce • Dealing with Cultural Shock
2	Global HRM Functions
	<p>a) Global HRM Functions:</p> <ul style="list-style-type: none"> • International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce • International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation • HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training • International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management • Motivation and Reward System- Meaning, Benchmarking Global Practices • International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR

SN	Modules/ Units
3	Managing Expatriation and Repatriation
	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> • Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) • Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers • Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates
4	International HRM Trends and Challenges
	<p>a) International HRM Trends and Challenges:</p> <ul style="list-style-type: none"> • Emerging Trends in IHRM • Off Shoring – Meaning, Importance, Off Shoring and HRM in India • International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme • Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World • HR in MNCs – Industrial Relations in MNCs • Role of Technology on IHRM • IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM • Knowledge Management and IHRM

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

**Course Code: UBMSFSVI.13
Organisational Development
Modules at a Glance**

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

Objectives

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

SN	Modules/ Units
1	Organisational Development – An Overview
	<p>a) Organisational Development – An Overview:</p> <ul style="list-style-type: none"> • Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance • Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD • OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner • Emerging Trends in OD • OD in Global Setting
2	Organisational Diagnosis, Renewal and Change
	<p>a) Organisational Diagnosis, Renewal and Change:</p> <ul style="list-style-type: none"> • Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis • Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development • Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change • Change Agents- Meaning, Features, Types, Role, Skills required
3	OD Interventions
	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> • OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions • Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention • Techniques of OD Intervention : <ul style="list-style-type: none"> ▪ Traditional: Sensitive Training, Grid Training, Survey Feedback. ▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis • Evaluation of OD Interventions : Process, Types, Methods, Importance

SN	Modules/ Units
4	OD Effectiveness
	<p>a) OD Effectiveness:</p> <ul style="list-style-type: none"> • Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD • Values in OD – Meaning, Professional Values, Value Conflict and Dilemma • Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals • Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

**Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017**

Course Code: UBMSFSVI.14

HRM In Service Sector Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Service Sector Management- An Overview
	<p>a) Service Sector Management- An Overview:</p> <ul style="list-style-type: none"> • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location • Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector • Service Organization - Importance of Layout and Design of Service Organization, Servicescape • Service Culture in Organization – Meaning, Developing Service Culture in Organization • Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model • Role of Service Employee • Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors • Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter
2	Managing Human Element in Service Sector
	<p>a) Managing Human Element in Service Sector:</p> <ul style="list-style-type: none"> • Human Element in Service Sector – Introduction, Role and Significance • The Services Triangle • Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict • Emotional Labour – Meaning, Strategies for Managing Emotional Labour • Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector • Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitations

SN	Modules/ Units
3	Issues and Challenges of HR in Service Sector
	<p>a) Issues and Challenges of HR in Service Sector:</p> <ul style="list-style-type: none"> • Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps • Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers • HRM in Public Sector Organizations and Non – Profit Sector in India • Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> ▪ Business and Professional Services: Banking and Insurance, Legal, Accountancy ▪ Infrastructure: Roads, Railways, Power ▪ Public Services: Police, Defense, Disaster Management ▪ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ▪ Personnel Services: Education, Health Care, Hotels • Social and Charitable Services
4	HRP Evaluation, Attrition, Retention & Globalization
	<p>a) HRP Evaluation, Attrition, Retention & Globalization:</p> <ul style="list-style-type: none"> • Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector • Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model • Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success • Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers • Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

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Course Code: UBMSFSVI.15

Human Resource Planning and Information System

Modules at a Glance

SN	Modules	No. of Lectures
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
Total		60

Objectives

SN	Objectives
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

SN	Modules/ Units
1	Overview of Human Resource Planning (HRP)
	<p>a) Overview of Human Resource Planning (HRP):</p> <ul style="list-style-type: none"> • Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. • Process of HRP- 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. • Barriers in Effective Implementation of HRP and Ways to Overcome Them. • Strategic Human Resource Planning – Meaning and Objectives. • Link between Strategic Planning and HRP through People, Finance and Technology. • HR Policy – Meaning, Importance. • HR Programme- Meaning and Contents.
2	Job Analysis, Recruitment and Selection
	<p>a) Job Analysis, Recruitment and Selection:</p> <ul style="list-style-type: none"> • Job Analysis- Meaning, Features, Advantages. • Job Design: Concept, Issues. • Job Redesign – Meaning, Process, Benefits. • Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons. • Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. • Employee Selection Tests: Meaning, Advantages and Limitations. • Human Resource Audit: Meaning, Need, Objectives, Process, Areas.

SN	Modules/ Units
3	HRP Practitioner, Aspects of HRP and Evaluation
	<p>a) HRP Practitioner, Aspects of HRP and Evaluation:</p> <ul style="list-style-type: none"> • HRP Practitioner: Meaning, Role. • HRP Management Process: <ul style="list-style-type: none"> ▪ Establish HRP Department Goals and Objectives ▪ Creating HRP Department Structure ▪ Staffing the HRP Department ▪ Issuing Orders ▪ Resolving Conflicts ▪ Communicating ▪ Planning for Needed Resources ▪ Dealing with Power and Politics -Meaning and Types of Power • HRP as Tool to Enhance Organisational Productivity • Impact of Globalisation on HRP. • Aspects of HRP : Performance Management, Career Management, Management Training and Development, Multi Skill Development • Return on Investment in HRP- Meaning and Importance. • HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation. • Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.
4	Human Resource Information Systems
	<ul style="list-style-type: none"> • Human Resource Information Systems: • Data Information Needs for HR Manager – Contents and Usage of Data. • HRIS-Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. • Security Issues in Human Resource Information Systems. • HRIS for HRP • Trends in HRIS

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Reference Books

Course Code	Reference Books
UBMSFSV.1	Logistics and Supply Chain Management
	<ol style="list-style-type: none"> 1. David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, <i>Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics</i> 2. Donald Waters, <i>An Introduction to Supply Chain</i> 3. Martin Christopher, <i>Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services</i> 4. Vinod Sople, <i>Logistic Management - The Supply Chain Imperative</i> 5. Donald J Bowersox & David J Closs, <i>Logistic Management - The Integrated Supply Chain Process</i> 6. Alan Rushton, Phil Croucher, Peter Baker, <i>The Handbook of Logistics and Distribution Management- Understanding the Supply Chain</i> 7. Donald J. Bowersox & David J Closs, <i>Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education</i> 8. Ronald H Ballou & Samir K Srivastava, <i>Business Logistics/ Supply Chain Management- Pearson</i> 9. Donald J Bowersox, David J Closs & M Bixby Cooper, <i>Supply Chain Logistics Management- The McGraw Hill Companies</i>
UBMSFSV.2	Ethics and Governance
	<ol style="list-style-type: none"> 1. Laura P. Hartman, Joe DesJardins, <i>Business Ethics, Mcgraw Hill, 2nd Edition</i> 2. A. C. Fernando, <i>Business Ethics – An Indian Perspective, Pearson, 2010</i> 3. Joseph DesJardins, <i>An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition</i> 4. Richard T DeGeorge, <i>Business Ethics, Pearson, 7th Edition</i> 5. Dr.A.K. Gavai, <i>Business Ethics, Himalaya Publishing House, 2008</i> 6. S.K. Mandal, <i>Ethics is Business and Corporate Governance, McGraw Hill, 2010</i> 7. Laura Pincus Hartman, <i>Perspectives in Business Ethics, McGraw Hill International Editions, 1998</i>
UBMSFSV.4	Investment Analysis and Portfolio Management
	<ol style="list-style-type: none"> 1. Kevin. S, <i>Security Analysis and Portfolio Management</i> 2. Donald Fischer & Ronald Jordon, <i>Security Analysis & Portfolio Management</i> 3. Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> 4. Sudhindhra Bhatt, <i>Security Analysis and Portfolio Management.</i>
UBMSFSV.5	Commodity and Derivatives Market
	<ol style="list-style-type: none"> 1. John C. Hull & Basu -<i>Futures, options & other derivatives</i> 2. Robert McDonald, <i>Derivatives market, Pearson education</i> 3. John Hull, <i>Fundamentals of futures & options</i> 4. Ankit Gala & Jitendra Gala, <i>Guide to Indian Commodity market, Buzzingstock publishing house</i> 5. K.Sasidharan & Alex K. Mathews, <i>Option trading – bull market strategies, McGraw Hill publication</i> 6. Niti Chatnani, <i>Commodity markets, McGraw Hill Publication</i> 7. S. Kevin, <i>Commodities & financial derivatives, PHI learning Pvt Ltd</i> 8. Suni K Parmeswaran, <i>Futures & options, McGraw Hill</i>

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Reference Books

Course Code	Reference Books
UBMSFSV.6	Wealth Management
	<ol style="list-style-type: none"> 1. Harold Evensky, <i>Wealth Management</i>, McGraw Hill Publication 2. NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> 3. Harold Evensky, <i>The new wealth Management</i>, CFA Institute Investment Series Publication
UBMSFSV.7	Strategic Financial Management
	<ol style="list-style-type: none"> 1. C. Paramasivan & T. Subramanian, <i>Financial Management</i> 2. IM Pandey, <i>Financial Management</i> 3. Ravi Kishor, <i>Financial Management</i> 4. Khan & Jain, <i>Financial Management</i> 5. Van Horne & Wachowiz, <i>Fundamentals of Financial Management</i> 6. Prasanna Chandra, <i>Strategic Financial Management</i>
UBMSFSV.8	Service Marketing
	<ol style="list-style-type: none"> 1. Valarie A. Zeuhaml & Mary Jo Bitner, <i>Service Marketing</i>, Tata McgrawHill, 6th Edition 2. Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective</i>, Pearson Education, 7th Edition 3. Ramneek Kapoor, Justin Paul & Biplab Halder, <i>Services Marketing-Concepts And Practices</i>, McgrawHill, 2011 4. Harsh V.Verma, <i>Services Marketing Text & Cases</i>, Pearson Education, 2nd Edition 5. K. Ram Mohan Rao, <i>Services Marketing</i>, Pearson Education, 2nd Edition, 2011 6. C. Bhattacharjee, <i>Service Sector Management</i>, Jaico Publishing House, Mumbai, 2008 7. Govind Apte, <i>Services Marketing</i>, Oxford Press, 2004
UBMSFSV.9	E-Commerce and Digital Marketing
	<ol style="list-style-type: none"> 1. D Nidhi, <i>E-Commerce Concepts and Applications</i>, Edn 2011, International Book house P.ltd 2. Bajaj Kamlesh K, <i>E-Commerce- The cutting edge of Business</i> 3. Whiteley David, <i>E-Commerce Technologies and Applications-2013</i> 4. <i>E-Business & E-Commerce Management</i> 3rd Ed, Pearson Education 5. Kalokota & Robinson, <i>E-Business 2.0 Road map for Success</i>, Pearson Education 6. Elias M. Awad, <i>Electronic Commerce</i>, 3rd Edition, Pearson Education 7. Erfan Turban et.al, <i>Electronic Commerce - A Managerial Perspective</i>, Pearson Education 8. R. Kalokota, Andrew V. Winston, <i>Electronic Commerce - A Manger's Guide</i>, Pearson Education 9. Tripathi, <i>E-Commerce</i>, Jaico Publishing House, Mumbai, Edn. 2010.
UBMSFSV.10	Sales and Distribution Management
	<ol style="list-style-type: none"> 1. A. Nag, <i>Sales And Distribution Management</i>, Mcgraw Hill, 2013 Edition 2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, <i>Sales Management</i>, Pearson Education, 5th Edition 3. Krishna K. Havaldar, Vasant M. Cavale, <i>Sales And Distribution Management – Text & Cases</i>, Mcgraw Hill Education, 2nd Edition, 2011 4. Dr.Matin Khan, <i>Sakes And Distribution Management</i>, Excel Books, 1st Edition 5. Kotler & Armstrong, <i>Principles Of Marketing – South Asian Perspective</i>, Pearson Education, 13th Edition

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Reference Books

Course Code	Reference Books
UBMSFSV.11	Customer Relationship Management
	<ol style="list-style-type: none"> 1. Baran Roger J. & Robert J. Galka (2014), <i>Customer Relationship Management: The Foundation of Contemporary Marketing Strategy</i>, Routledge Taylor & Francis Group. 2. Anderrson Kristin and Carol Kerr (2002), <i>Customer Relationship Management</i>, Tata McGraw-Hill. 3. Ed Peelen, <i>Customer Relationship Management</i>, Pearson Education 4. Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press. 5. Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education. 6. Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education. 7. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), <i>Services Marketing Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill. 8. Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education.
UBMSFSV.12	Finance for HR Professionals and Compensation Management
	<ol style="list-style-type: none"> 1. Gary Dessler, Biju Varkkey, <i>Human Resource Management</i>, Pearson, 12th edition 2. Mick Marchington and Adrian Wilkinson, <i>Human Resource Management at Work – People Management and Development- Illrd Edition</i>, 3. Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers 4. Gary Dessler, <i>Framework for HRM, 3rd Edition</i>, Pearson Education 5. Ashwathappa, <i>Human Resource Management</i> 6. Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, <i>Managing Human Resources – IVth Edition</i>, (Eastern Economy Edition) 7. Milkovich, George T, Newman J.M, <i>Compensation</i>, Tata Mc Graw Hill. 8. Henderson, R.O, <i>Compensation Management</i>, Pearson Edition . 9. BD Singh, <i>Compensation and Reward Management</i>, Excel Books. 10. Karen Permant, Joe Knight, <i>Financial Intelligence for HR Professionals</i> 11. Sharma A.M, <i>Understanding Wage system</i>, Himalaya Publishing House, Mumbai.
UBMSFSV.13	Strategic Human Resource Management and HR Policies
	<ol style="list-style-type: none"> 1. Michael Armstrong, Angela Baron, <i>Handbook of Strategic HRM</i>, Jaico publishing House 2. Armstrong M.-<i>Strategic Human Resource Management_ A Guide to Action (2006)</i> 3. <i>Strategic Human Resource Management</i>, Tanuja Agarwal 4. <i>Strategic Human Resource Management</i>, Jeffrey A. Mello 5. Gary Dessler, <i>Human Resource Management</i>, PHI, New Delhi, 2003 6. Charles R. Greer, <i>Strategic Human Resource Management</i>, Pearson Education, 2003 7. Rajib Lochan Dhar, <i>Strategic Human Resource Management</i>, Excel Books, NewDelhi, 2008

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Reference Books

Course Code	Reference Books
UBMSFSV.14	Performance Management and Career Planning
	<ol style="list-style-type: none"> 1. Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers 2. Armstrong, Michael, Baron, <i>Performance Management</i>, Jaico Publishers 3. Robert Bacal, <i>Performance Management</i>, McGraw-Hill Education, 2007 4. T.V. Rao, <i>Performance Management and Appraisal Systems: HR Tools for Global Competitiveness</i>, Response Books, New Delhi, 2007. 5. Davinder Sharma, <i>Performance Appraisal and Management</i>, Himalaya Publishing House. 6. A.S. Kohli, T. Deb, <i>Performance Management</i>, Oxford University Press. 7. Herman Aguinis, <i>Performance Management</i>, Second edition, Pearson Education.
UBMSFSV.15	Industrial Relations
	<ol style="list-style-type: none"> 1. Davar R S: <i>Personnel Management and Industrial Relations in India</i> 2. Mamoria C B: <i>Industrial Relations</i> 3. Charles Myeres: <i>Industrial Relations in India</i> 4. Arun Monappa: <i>Industrial Relations</i> 5. Sharma A M : <i>Industrial Relations</i> 6. Ahuja K K : <i>Industrial Relations Theory and Practice</i> 7. C.S. Vekata Ratnam : <i>Globalisation and Labour-Management Relations</i> 8. Srivastava K D: <i>Laws relating to Trade Unions and Unfair Labour Practice</i> 9. A.M.Sarma: <i>A conceptual and legal frame work</i> 10. Farnham, David and John Pimlot, <i>Understanding Industrial Relations</i>, London: Cassell 11. Ratna Sen, <i>Industrial Relations in India, Shifting Paradigms</i>, Macmillan India Ltd., New Delhi, 2009. 12. C.S.Venkata Ratnam, <i>Globalisation and Labour Management Relations</i>, Response Books, 2010. 13. Srivastava, <i>Industrial Relations and Labour Laws</i>, Vikas, 6 th edition, 2012. 14. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. <i>Industrial Relations, Trade Unions and Labour Legislation</i>. 15. Srivastava, S. C. : <i>Industrial Relations and Labour Laws</i>, Vikas Publishing House Pvt Ltd, New Delhi. 16. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini <i>Industrial Relations, Trade Unions and Labour Legislation</i>, Pearson Education, New Delhi.

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Reference Books

Course Code	Reference Books
UBMSFSVI.1	Operation Research
	<ol style="list-style-type: none"> 1. Taha H.A., <i>Operations Research - An Introduction, 6th Edition</i>, Hall of India 2. Kapoor V.K., <i>Operations Research Techniques for Management, 7th Edition</i>, Sultan Chand & Sons 3. Kantiswarup, Gupta P.K. & Manmohan, <i>Operations Research 9th Edition</i>, Sultan Chand & Sons 4. Sharma S.D., <i>Operations Research, 8th Edition</i>, Kedarnath, Ramnath & Company 5. Bronson R, <i>Operations Research, 2nd Edition</i>, Shaum's Outline Series 6. Vora N.D, <i>Quantitative Techniques in Management, 3rd Edition</i>, Tata McGraw Hill co. 7. Shreenath L.S, <i>Principles & Application 3rd Ed., PERT & CPM</i>, Affiliated East-West Press Pvt. Ltd. 8. Wagener H.M., <i>Principles of Operations Research 2nd Edition</i>, Prentice - Hall of India 9. Sasieni M, Yaspan A & John Wiley & Sons Friedman L, <i>Operations Research - Methods & Problems 1st Edition</i> 10. Natrajan Balasubramani, <i>Tamilarasi, Operations Research</i>, Pearson Education 11. G. Hadley, <i>Linear Programming</i>, Narosa Book Distributors Private Ltd 12. L.C. Jhamb, <i>Quantitative Techniques (For Managerial Decisions VOL I)</i>, Everest Publishing House, Pune. 13. Paul Loomba, <i>Linear Programming</i>, Tata McGraw Hill Publishing Co. Ltd. 14. Aditham B. Rao, <i>Operations Research Edition 2008</i>, Jaico Publishing House, Mumbai
UBMSFSVI.2	Indian Ethos in Management
	<ol style="list-style-type: none"> 1. R Nandagopal, Ajith Sankar RN: <i>Indian Ethics and Values in Management</i>, Tata Mc Graw Hill 2. Bhatta, S.K., <i>Business Ethics & Managerial Values</i>. 3. Dave, Nalini V: <i>Vedanta and Mana</i> 4. Chakraborty, S.K.: <i>Foundation of Managerial Work-Contributions from Indian Thought</i>, Himalaya Publication House, Delhi 1998 5. Chakraborty, S.K.: <i>Managerial Effectiveness and Quality of Work life – Indian Insights</i>, Tata McGraw Hill Publishing Company, New Delhi – 1987 6. Chakraborty, S.K.: <i>Management by Values</i>, Oxford University Press 1991. 7. Nandagopal, Ajith Shankar, <i>Indian Ethos and Values in Management</i>, Tata Mc Graw Hill, 2010 8. Khandelwal <i>Indian Ethos and Values for Managers</i>, Himalaya Publishing House, 2009 9. Biswanath Ghosh, <i>Ethics In Management and Indian Ethos</i>, Vikas Publishing House, 2009 10. Joseph Des Jardins, <i>An Introduction to Business Ethics</i>, Tata Mc Graw Hill, 2009 11. S K Chakraborty, <i>Management by Values</i>, Oxford University Press, New Delhi, 2008
UBMSFSVI.3	Corporate Communication and Public Relations
	<ol style="list-style-type: none"> 1. Richard R. Dolphin, <i>The Fundamentals of Corporate Communication</i> 2. Joep Cornelissen, <i>Corporate Communications: Theory and Practice</i> 3. James L.Horton, <i>Integrating Corporate Communication: The Cost Effective Use of Message & Medium</i> 4. Sandra Oliver, <i>Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach</i> 5. Rosella Gambetti, Stephen Quigley, <i>Managing Corporate Communication</i> 6. Joseph Fernandez, <i>Corporate Communications: A 21st Century Primer</i> 7. C.B.M. van Riel, Chris Blackburn, <i>Principles of Corporate Communication</i>

8. *Jaishri Jethwaney, Corporate Communication: Principles and Practice*

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Reference Books

Course Code	Reference Books
UBMSFSVI.4	Risk Management
	<ol style="list-style-type: none"> 1. Thomas S. Coleman, <i>Quantitative Risk Management : A Practical Guide to Financial Risk</i> 2. Steve Peterson, <i>Investment Theory and Risk Management</i> 3. <i>Risk Management</i> , M/s Macmillan India Limited 4. <i>Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.</i> 5. Sim Segal, <i>Corporate Value of ERM</i> 6. Dr. G Kotreshwar, <i>Risk Management : Insurance and Derivatives, Himalaya Publishing House</i>
UBMSFSVI.5	International Finance
	<ol style="list-style-type: none"> 1. P G Apte, <i>International Financial Management, 5th Edition, The McGraw Hill</i> 2. Cheol . S. Eun & Bruce G. Resnick, <i>International Finance Management</i> 3. Maurice D. Levi, <i>International Finance – Special Indian Edition</i> 4. Prakash G. Apte, <i>International Finance – A Business Perspective</i> 5. V.A. Aadhani, <i>International Finance</i>
UBMSFSVI.6	Innovative Financial Services
	<ol style="list-style-type: none"> 1. IM Pandey, <i>Financial Management, Vikas Publishing House Ltd.</i> 2. Khan M.Y., <i>Financial Services, Mc Graw Hill Education.</i> 3. Dr.S.Gurusamy, <i>Financial Services, Vijay Nicole Imprints.</i> 4. <i>Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House</i>
UBMSFSVI.7	Project Management
	<ol style="list-style-type: none"> 1. Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling & Controlling</i> 2. Jack.R.Meredith & Samuel.J.Mantel, Jr., <i>Project Management – A Managerial Approach</i> 3. Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation & Control</i>
UBMSFSVI.8	Brand Management
	<ol style="list-style-type: none"> 1. Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> 2. Keller Kevin Lane, <i>Strategic Brand Management-2008</i> 3. Elliot, Richard, <i>Strategic Brand Management-2008</i> 4. Kapferer, Jean-Noel, <i>Strategic Brand Management-2000</i> 5. Kishen, Ram, <i>Strategic Brand Management- 2013</i> 6. Keller Kevin Lane, <i>Strategic Brand Management 4e-2015</i>

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Reference Books

Course Code	Reference Books
UBMSFSVI.9	Retail Management
	<ol style="list-style-type: none"> 1. Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill 2. Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai. 3. Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai. 4. Dunne Lusch, "Retail Management", South Western Cengage Learning 5. K.S. Menon, "Store Management", Macmillan India Ltd., 6. Keith Lincoln, Lars Thomessen & Anthony Aconis, "Retailization -Brand Survival in the Age of Retailer Power", Kogan Page Ltd., 7. Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill. 8. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press 9. Kishore Biyani, "It Happens in India",& " The Wall Mart Story" 10. Store Manager, Organiser / Planner- DMS Retail 11. Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.
UBMSFSVI.10	International Marketing
	<ol style="list-style-type: none"> 1. Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011 2. Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition . 3. RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007. 4. Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition 5. Francis Cherunilam, International Business, PHI Learning Private Limited New Delhi, Fifth Edition . 6. Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition. 7. Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition 8. Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition 9. Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition 10. Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007 11. Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication , Fifth Edition

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Reference Books

Course Code	Reference Books
UBMSFSVI.11	Media Planning and Management
	<ol style="list-style-type: none"> 1. <i>Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010</i> 2. <i>Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.</i> 3. <i>Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition</i> 4. <i>Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,</i> 5. <i>Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications</i> 6. <i>Charles Warner and Joseph Buchman, Media selling ,Surjeet Publication,3rd edition</i>
UBMSFSVI.12	HRM in Global Perspective
	<ol style="list-style-type: none"> 1. <i>Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning</i> 2. <i>P. L. Rao: International Human Resource Management, Text and Cases, Excel Books</i> 3. <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> 4. <i>Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press</i> 5. <i>A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College</i> 6. <i>Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.</i> 7. <i>Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press</i> 8. <i>S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers</i>
UBMSFSVI.13	Organisational Development
	<ol style="list-style-type: none"> 1. <i>Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House</i> 2. <i>French,W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi,1995.</i> 3. <i>Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990</i> 4. <i>Cummings, T. G. & Worley, C. G. (2009).Organization Development and Change (9th edition). Canada: South-Western Cengage Learning</i> 5. <i>Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.</i> 6. <i>Cummings, T. G., Theory of Organization Development and Change, South Western.</i> 7. <i>Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.</i> 8. <i>Richard L, Organisation, Theory, Change and Design , India Edition(Cenage Learning)</i> 9. <i>Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson</i> 10. <i>Wendell L French, Cecil H Bell, Jr, Veena Vohra ,Organisation Development , Sixth Edition, Pearson Education</i>

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Reference Books

Course Code	Reference Books
UBMSFSVI.14	HRM In Service Sector Management
	<ol style="list-style-type: none"> 1. <i>C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House</i> 2. <i>Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson</i> 3. <i>Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia</i> 4. <i>James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill</i> 5. <i>Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill</i> 6. <i>Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition</i> 7. <i>K. Rao: Services Marketing, Pearson Education</i> 8. <i>Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing</i>
UBMSFSVI.15	Human Resource Planning and Information System
	<ol style="list-style-type: none"> 1. <i>Bhattacharya D.K, Human Resource Planning, Excel Books.</i> 2. <i>John Bramham, Human Resource Planning, University Press.</i> 3. <i>Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.</i> 4. <i>William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .</i> 5. <i>Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.</i> 6. <i>Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication.</i>