



R.A PODAR College

of



Commerce and Economics, **Matunga,**

Mumbai

Autonomous

Syllabus

and

Question Paper pattern

of

Bachelor of Management Studies (BMS) Programme

Third Year (Semester V and VI)

Under Choice Based Credit System, Grading and Semester System

To be implemented from the Academic Year 2021-22

(To be implemented from Academic Year- 2021-2022)

No. of Courses	Course Code	Semester V	Credits	No. of Courses	Course Code	Semester VI	Credits
<i>1)</i>		<i>Elective Courses (EC)</i>		<i>1)</i>		<i>Elective Courses (EC)</i>	
1,2,3 & 4		*Any four courses from the following list of the courses	12	1,2,3 & 4		*Any four courses from the following list of the courses	12
<i>2)</i>		<i>Core Course (CC)</i>		<i>2)</i>		<i>Core Course (CC)</i>	
5	20502	Logistics & Supply Chain	04	5	20601	Operation Research	04
<i>3)</i>		<i>Ability Enhancement Course(AEC)</i>		<i>3)</i>		<i>Ability Enhancement Course (AEC)</i>	
6	20501	Corporate Communication & Public Relations	04	6	20602	Project Work	04
Total Credits			20	Total Credits			

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

<i>*List of group of Elective Courses(EC)for Semester V (Any Four)</i>			<i>**List of group of Elective Courses(EC)for Semester VI (Any Four)</i>		
Group A: Finance Electives					
	Course Code			Course Code	
1	20503	Risk Management	1	20603	Innovative Financial Services
2	20504	Commodity & Derivatives Market	2	20604	Strategic Financial Management
3	20505	Wealth Management	3	20605	International Finance
4	20506	Investment Analysis & Portfolio Management	4	20606	Project Management
Group B: Marketing Electives					
1	20507	E-Commerce & Digital Marketing	1	20607	Media Planning & Management
2	20508	Sales & Distribution Management	2	20608	Retail Management
3	20509	Customer Relationship Management	3	20609	Brand Management
4	20510	Services Marketing	4	20610	International Marketing
Group C: Human Resource Electives					
1	20511	Strategic Human Resource Management & HR Policies	1	20611	HRM in Global Perspective
2	20512	Performance Management & Career Planning	2	20612	Indian Ethos in Management
3	20513	Industrial Relations	3	20613	HRM in Service Sector Management
4	20514	Finance for HR Professionals & Compensation Management	4	20614	Organisational Development
Note: Group selected in Semester III will continue in Semester V & Semester VI					

SEMESTER V
Elective Courses (EC)
Group A: Finance Electives
1. Investment Analysis and Portfolio Management
Course Credit-3

Objectives

- To help the learner to select the best investment options as per one's income, age, time horizon and risk appetite.
- To understand Capital appreciation.
- To enable the learner to maximize returns on investment.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Investment Environment	14
2	Risk - Return Relationship	12
3	Portfolio Management and Security Analysis	13
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to investment environment
	a) Introduction to Investment Environment <input type="checkbox"/> Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives b) Capital Market in India <input type="checkbox"/> 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 and return relationship
	a) Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.
3	Portfolio management and security analysis
	a) Portfolio Management: <input type="checkbox"/> Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. b) Security Analysis: <input type="checkbox"/> 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 assets pricing model and portfolio performance measurement
	a) Theories: <input type="checkbox"/> Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory b) Capital Asset Pricing Model: <input type="checkbox"/> Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line c) Portfolio Performance Measurement: <input type="checkbox"/> Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

Learning Outcome

- The student learns to compute historical and expected returns, as well as risk measures and comprehend the importance of the risk-return relationship.
- The learner can define the objectives in constructing and managing a portfolio.
- The learner learns to create an investment policy statement.

Reference Books

- Kevin. S, Security Analysis and Portfolio Management
- Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management
- Prasanna Chandra, Security Analysis & Portfolio Management
- Sudhindhra Bhatt, Security Analysis and Portfolio Management.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Investment Analysis and Portfolio Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Elective Courses (EC)****Group A: Finance Electives****2. Commodity and Derivatives Market****Course Credit-3****Objectives**

- To ensure that the learner understand show to hedge his risks, diversifying his portfolio.
- To enable the leaner to understand global diversification and hedging against inflation and deflation.
- To understand complex financial instruments that are used for various purposes, including hedging.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Commodities Market and Derivatives Market	13
2	Futures and Hedging	13
3	Options and Option Pricing Models	13
4	Trading, Clearing & Settlement In Derivatives Market and Typesof Risk	13
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	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 Dynamics of few commodities like Gold, Crude Oil, Sugar, Primary-secondary-terminal market yards, warehousing and logistics – role and importance <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> <p>Binomial Option Pricing Model, Black - Scholes Option Pricing Model</p>
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

Learning Outcome

- The student learns concepts related to Commodities and Derivatives market.
- The learner is acquainted with the trading, clearing and settlement mechanism in derivatives market.
- The learner can relate to orders and clearing process.

Reference Books

- John C. Hull & Basu - Futures, options & other derivatives
- Robert McDonald, Derivatives market, Pearson education
- John Hull, Fundamentals of futures & options
- Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
- K. Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
- Niti Chatnani, Commodity markets, McGraw Hill Publication
- S. Kevin, Commodities & financial derivatives, PHI learning Pvt Ltd
- Suni K. Parmeswaran, Futures & options, McGraw Hill

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Commodity and Derivatives Markets**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
Q.2	D Theory/ Concept based question	8	15	
	A Theory/ Concept based question- Essay Type Answer	15		
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
Q.3	B Application Based Question	5	15	
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V

Elective Courses (EC)
Group A: Finance Electives
3. Wealth Management
Course Credit-3

Objectives

- To provide an overview of various aspects related to wealth management.
- To study the relevance and importance of Insurance in wealth management.
- To acquaint the learners with issues related to taxation in wealth management.
- To understand various components of retirement planning.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	13
2	Insurance Planning and Investment Planning	13
3	Financial Mathematics/ Tax and Estate Planning	13
4	Retirement Planning/ Income Streams & Tax Savings Schemes	13
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction
	<p>Introduction To Wealth Management:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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"> <input type="checkbox"/> 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"> <input type="checkbox"/> 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"> <input type="checkbox"/> Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Medclaim – Calculation of Human Life Value - Belth Method/CPT <p>b) Investment Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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>Financial Mathematics:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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"> <input type="checkbox"/> Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, (Practical learning of filing of returns of Salaried person) <input type="checkbox"/> 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"> <input type="checkbox"/> 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"> <input type="checkbox"/> Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes. <p>c) IRDA</p> <p>d) Introduction to Behavioral finance</p>

Learning Outcome

- The students learn various aspects of wealth management and various investment opportunity
- The students learn the importance of insurance.
- The students will learn the taxation and its importance and utility

Reference Books

- Harold Evensky, Wealth Management, McGraw Hill Publication
- NCFM, CFP, IIBF, etc, Wealth Management modules
- Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Wealth Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.3	A Practical Question	5	15	
	B Practical Question	5		
	C Practical Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V

Elective Courses (EC)
Group A: Finance Electives
4. Risk Management
Course Credit-3

Objectives

- To ensure that the learner understands the management of risk and is consistent with and supports the achievement of the strategic and corporate objectives.
- To ensure that the learner Initiates action to prevent or reduce the adverse effects of risk.
- To ensure that the learner can understand statutory and legal obligations.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction, Risk Measurement and Control	15
2	Risk Avoidance and ERM	12
3	Risk Governance and Assurance	13
4	Risk Management in Insurance	12
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction, Risk Measurement and Control
	Introduction, Risk Measurement and Control <input type="checkbox"/> Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational <input type="checkbox"/> Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations <input type="checkbox"/> Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control
2	Risk Avoidance and ERM
	Risk Hedging Instruments and Mechanism: <input type="checkbox"/> Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation b) Enterprise Risk Management: <input type="checkbox"/> Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register Introduction to risk modelling along with sample modelling techniques
3	Risk Governance and Assurance
	Risk Governance: <input type="checkbox"/> Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance b) Risk Assurance: <input type="checkbox"/> Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk c) Risk and Stakeholders Expectations: <input type="checkbox"/> Identifying the Range of Stakeholders and Responding to Stakeholders Expectations
4	Risk Management in Insurance
	Insurance Industry: <input type="checkbox"/> Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary b) Players of Insurance Business: <input type="checkbox"/> Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification c) Claim Management: <input type="checkbox"/> General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

Learning Outcome

- The learner can demonstrate knowledge of the range of financial and financial related risks that are faced by the organisations.
- The learner can understand the approach to risk management through risk identification, risk measurement and risk management.
- The learner can understand operational risk and is able to manage it.

Reference Books

- Thomas S. Coleman, Quantitative Risk Management : A Practical Guide to Financial Risk
- Steve Peterson, Investment Theory and Risk Management
- Risk Management , M/s Macmillan India Limited
- Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.
- Sim Segal, Corporate Value of ERM
- Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Risk Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V

Elective Courses (EC)
Group B: Marketing Electives
1. Service Marketing
Course Credit-3

Objectives

- To equip the students with requisite knowledge, skills and right attitude to provide effective service delivery.
- To develop competent management professionals with strong ethical values capable of assuming pivotal role in various sectors of the economy
- To identify the target segment and formulate the right marketing mix for customer satisfaction.
- Analyze the factors affecting business environment, study the failures and strategize recovery.
- To provide insights into the challenges and opportunities at national and global level.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction of Services Marketing	14
2	Key Elements of Services Marketing Mix	12
3	Managing Quality Aspects of Services Marketing	13
4	Marketing of Services	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction of Services Marketing Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services, Lovelock's Classification of services <ul style="list-style-type: none"> • Role of Services in Modern Economy, Factor's affecting growth of services (Drivers), Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer buying Behaviour for services, • Variations in Customer Involvement, • Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change, Options for service delivery
2	Key Elements of Services Marketing Mix The Service Product- new service development process, service flow, service product level, Pricing Mix- objectives, factors affecting pricing, strategies Promotion- x, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- , Service blueprint Positioning of services, positioning strategies <ul style="list-style-type: none"> • Branding of Services – Problems and Solutions • Demand and supply management, yield management
3	Managing Quality Aspects of Services Marketing Improving Service Quality and Productivity <ul style="list-style-type: none"> • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model Concept of Desired service, Predicted service, adequate service • Defining Productivity – Improving Productivity through techniques, Service culture • , Service recovery strategies
4	Marketing of Services International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing <ul style="list-style-type: none"> • 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.

Learning Outcome

- The students learn the significance of service marketing concept, understand its nuances.
- There is understanding of deeper aspects of successful service marketing mix for different markets by better knowledge of macro and microenvironments.
- The student gets the right idea of guessing customer expectations and translate into genuine valued service for customers by studying the Gaps and dimensions used by customers for service evaluation.
- Understand contemporary research trends, following right ethical values and produce quality service.

Reference Books

- Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
- Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy
- A South Asian Perspective , Pearson Education, 7th Edition
- Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, Mcgraw Hill, 2011
- Harsh V.Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
- K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011
- C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008
- Govind Apte, Services Marketing, Oxford Press, 2004
- Service Marketing, R.Balaji, S. Chand Publications
- Service Sector Management , Bhattacharjee

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Service Marketing**Allocation of 40 Marks---Internal evaluation****SEMESTER - V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	10
Activities/exercises/ case studies	10
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Elective Courses (EC)****Group B: Marketing Electives****2. E-commerce and Digital Marketing
Course Credit-3****Objectives**

- To provide knowledge about E Commerce and to prepare the student for vocational competency including training and development of skill.
- To encourage the students to do content writing.
- To create awareness about the trends and future of E commerce and Digital marketing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to E-commerce	14
2	E-Business & Applications	12
3	Payment, Security, Privacy & Legal Issues in E-Commerce	13
4	Digital Marketing	13
5	Class Test / Blog Writing	8
	Total	60

Recommended Syllabus

Unit. No.	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 <p>Basis of Product management in E commerce Online Offline – Phygital store Concept of MVP (Minimum Viable Product)</p>
2	Social Media, Content marketing & applications of E commerce
	<p>E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business</p> <ul style="list-style-type: none"> • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Enterprise Resource Planning • Bricks and Clicks business models in 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 <p>LinkedIn content strategy Selling on Online platforms</p>
3	Payment, Security, Privacy & Legal Issues in E-Commerce
	<p>Issues Relating to Privacy and Security in E-Business</p> <ul style="list-style-type: none"> • 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, 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
4	Digital Marketing
	<p>Introduction to 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 Writing, Viral Marketing, Podcasts & Vodcasts.</p> <ul style="list-style-type: none"> • 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.

Learning Outcome

- The learner can write a blog.
- The learner can put up content on social media.
- The learner understands the importance of E Commerce.

Reference Books

- D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd
- Bajaj Kamlesh K,E-Commerce- The cutting edge of Business
- Whiteley David, E-Commerce Technologies and Applications-2013
- E-Business & E-Commerce Management 3rd Ed, Pearson Education
- Kalokota&Robinson,E-Business 2.0 Road map for Success, Pearson Education
- Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education
- Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education
- R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education
- Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

E-commerce and Digital Marketing**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Blog Writing (2)	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

SEMESTER V**Elective Courses (EC)****Group B: Marketing Electives****3. Sales and Distribution Management****Course Credit-3****Objectives**

- To understand about the selling process.
- To know about the Key aspects of Sales management skills.
- To get familiar with the practical approaches in distribution channels.
- To understand about the evaluation in sales management performance.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Market Analysis and Selling	15
3	Distribution Channel Management	12
4	Performance Evaluation, Ethics and Trends	10
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction
	<p>Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management. Developing and conducting sales training program. Qualities of a Sales Manager</p> <p>Sales Management: Meaning, Developments in Sales Management-Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, and Increased Use of Internet, CRM, and Professionalism in Selling. Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination of Hybrid Structure</p> <p>b) Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. c) Integration of Marketing, Sales and Distribution d) Modern trade & E Commerce Trade</p>
2	Market Analysis and Selling
	<p>Market Analysis: Importance of 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</p> <p>b) Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing. Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory. Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill. Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, and Negotiation Strategy. Difference Between Consumer Selling and Organizational Selling. Difference Between National Selling and International Selling</p>
3	Distribution Channel Management
	<p>Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels Channel Design, Channel Policy, Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict, Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution Motivating Channel Members Selecting Channel Partners, Evaluating Channels Channel Control</p>
4	Performance Evaluation, Ethics and Trends
	<p>a) Evaluation & Control of Sales Performance: Sales Performance – Meaning Methods of Supervision and Control of Sales Force. Sales Performance Evaluation Criteria- Key Result Areas (KRAs)-Sales Performance Review Sales Management Audit.</p> <p>b) Measuring Distribution Channel Performance: Evaluating Channels effectiveness,</p> <p>c) Ethics in Sales Management</p> <p>d) New Trends in Sales and Distribution Management – Sales automation</p>

Learning Outcome

- The students learn about sales management for effective sales.
- The students learn how distribution takes place through various channels.
- The students will understand about how sales and sale performance are evaluated
- The students learn about the recent trends introduced in sale and distribution management.

Reference Books

- Nag, Sales and Distribution Management, Mcgraw Hill, 2013 Edition
- Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th edition.
- Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management – Text & Cases, Mcgraw
- Hill Education, 2nd Edition, 2011
- Dr.Matin Khan, Sakes And Distribution Management, Excel Books, 1st Edition
- Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education, 13th edition.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Sales and Distribution Management**Allocation of 40 Marks---Internal evaluation****SEMESTER - V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Elective Courses (EC)****Group B: Marketing Electives****4. Customer Relationship Management
Course Credit-3****Objectives**

- To develop an understanding of the terms and benefits of CRM on a company's bottom line.
- To discuss the relevance, credibility, and value in the relationship management process.
- To analyze the different components of a CRM plan.
- To articulate their CRM goals.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Customer Relationship Management	13
2	CRM Marketing Initiatives, Customer Service and Data Management	13
3	CRM Strategy, Planning, Implementation and Evaluation	13
4	CRM New Horizons	13
5	Class Participation/ Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to Customer Relationship Management
	<p>Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</p> <ul style="list-style-type: none"> <input type="checkbox"/> Objectives, Benefits of CRM to Customers and Organizations, Components of CRM: Information, Process, Technology and People, <p>IT support: CRM and IOT technologies</p> <p>Barriers to CRM</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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
	<p>CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Acquisition and Retention strategies</p> <p>Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</p> <ul style="list-style-type: none"> <input type="checkbox"/> CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction <p>Measurement, Call-Scripting, Workforce Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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 <p>Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting</p> <p>Lead Generation: Meaning, types and tools</p>
3	CRM Strategy, Planning, Implementation and Evaluation
	<p>Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</p> <ul style="list-style-type: none"> <input type="checkbox"/> Objectives of CRM Strategy, The CRM Strategy Cycle: Complexities of CRM Strategy <input type="checkbox"/> 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, <p>CRM Implementation: Steps- Business Planning, Architecture and Design,</p> <p>CRM Evaluation and measurement: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</p>
4	CRM New Horizons
	<p>E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Software App for Customer Service: <input type="checkbox"/> Activity Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Integrated approach of CRM activities <p>Queuing and Routing, Scheduling</p> <ul style="list-style-type: none"> <input type="checkbox"/> Social Networking and CRM <input type="checkbox"/> Mobile-CRM <input type="checkbox"/> CRM Trends, Challenges and Opportunities <input type="checkbox"/> Ethical Issues in CRM <p>Business automation and Artificial Intelligence (AI)</p> <p>Case studies in CRM</p>

Learning Outcome

- The learner understands how organizations make sense of and manage marketing data about current and prospective customers.
- A basic understanding of CRM systems can help the learner recognize their potential of applying their knowledge to enable the organization use marketing information more effectively.
- The learner learns to apply the theory to implement strategies practically.

Reference Books

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
- Anderson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw Hill.
- Ed Peelen, Customer Relationship Management, Pearson Education
- Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
- Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson
- Jill Dyché (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
- Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing
- Integrating Customer Focus across the Firm, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Customer Relationship Management
Allocation of 40 Marks---Internal evaluation**

SEMESTER -V

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation &attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
Q.2	D Theory/ Concept based question	8	15	
	A Theory/ Concept based question- Essay Type Answer	15		
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
	B Application Based Question	5		
Q.4	C Application Based Question	5	15	
	Short notes: Any Three out of Five	3*5		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Elective Courses (EC)****Group C: Human Resource Electives****1. Finance for HR Professionals and Compensation Management
Course Credit-3****Objectives**

- To understand about the compensation plans.
- To understand about the cost to company.
- To know about the legal aspects in compensation.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Compensation Plans and HR Professionals	15
2	Incentives and Wages	15
3	Compensation to Special Groups and Recent Trends	12
4	Legal and Ethical issues in Compensation	10
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Compensation Plans and HR Professionals
	Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation. Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation. 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security. Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India.
2	Incentives and Wages
	Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System. Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage plan. Study of employees cost to company.
3	Compensation to Special Groups and Recent Trends
	Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. <input type="checkbox"/> Human Resource Accounting – Meaning, Features, Objectives and Methods <input type="checkbox"/> Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages.
4	Legal and Ethical issues in Compensation
	Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. <input type="checkbox"/> 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.

Learning Outcome

- The students learn about various compensation tools and policy related to incentives and wages.
- The students learn about CTC that a company incur on an employee.
- The students learn about the legal aspects that HR has to follow.

Reference Books

- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition
- Mick Marchington and Adrian Wilkinson, Human Resource Management at Work IIIrd Edition,
- Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
- Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education
- Ashwathappa, Human Resource Management
- Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition,
- Henderson, R.O, Compensation Management, Pearson Edition .
- BD Singh, Compensation and Reward Management, Excel Books.
- Karen Permant, Joe Knight, Financial Intelligence for HR Professionals

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Finance for HR Professionals and Compensation
Allocation of 40 Marks---Internal evaluation
SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Elective Courses (EC)****Group C: Human Resource Electives****2. Strategic Human Resource Management and HR Policies
Course Credit-3****Objectives**

- To encourage flexibility, innovation, and competitive advantage.
- To ensure that the learner develops a 'fit for purpose' organizational culture.
- To ensure that the learner is able to contribute to improving the business performance.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	SHRM - An Overview	15
2	HR Strategies	12
3	HR Policies	12
4	Recent Trends in SHRM	13
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Strategic Human Resource Management (SHRM)
	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 <input type="checkbox"/> HR Environment –Environmental trends and HR Challenges <input type="checkbox"/> Linking SHRM and Business Performance
2	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	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	Mentoring
	<input type="checkbox"/> Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement <input type="checkbox"/> Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model <input type="checkbox"/> Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. <input type="checkbox"/> Human Capital Management –Meaning and Role <input type="checkbox"/> New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment <input type="checkbox"/> Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.

Learning Outcome

- The students understand the meaning and nature of strategic HRM.
- The learner can appreciate how HR strategies are related to business strategies.
- The learner can describe how HR strategies can be informed by knowledge of labour markets and product markets locally, nationally, and internationally.

Reference Books

- Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
- Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
- Strategic Human Resource Management, Tanuja Agarwal
- Strategic Human Resource Management, Jeffrey A. Mello
- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
- Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Strategic Human Resource Management and HR Policies**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
Q.2	D Theory/ Concept based question	8	15	
	A Theory/ Concept based question- Essay Type Answer	15		
Q.2	OR		15	
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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3							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Elective Courses (EC)****Group C: Human Resource Electives****3. Performance Management and Career Planning
Course Credit-3****Objectives**

- To understand the concept and process of performance management in organizations.
- To understand the importance and relevance of ethics in performance management system.
- To understand the importance of Career Planning and Career Development in the organization.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Performance Management – An Overview	15
2	Performance Management Process	12
3	Ethics, Under Performance and Key Issues in Performance	13
4	Career Planning and Development	12
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Performance Management – An Overview
	Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle Best Practices in Performance Management with reference various sectors, Future of Performance Management. Role of Technology in Performance Management.
2	Performance Management Process
	Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking Performance Managing – Meaning, Objectives, Process Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach, Discussion of performance appraisal process with business examples Performance Monitoring–Meaning, Objectives and Process Performance Management Implementation – Strategies for Effective Implementation of Performance Management Linking Performance Management to Compensation (Study research paper related to the topic) Concept of High-Performance Teams
3	Ethics, Under Performance and Key Issues in Performance
	Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, , Building Ethical Performance Culture, , Case study analysis of Ethics in performance management, Under Performers and Approaches to Manage Under Performers, Retraining Key Issues and Challenges in Performance Management Potential Appraisal: Steps, Advantages and Limitations. Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.
4	Career Planning and Development
	Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives Role of Technology in Career Planning and Development Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model Study of career planning and succession planning in any private organization / government organization

Learning Outcome

- Students will understand the process and constituents of building a successful performance Management system.
- Students will understand the significance and importance of ethics in performance management system.
- The students will be enriched with the conceptual understanding of Career Planning and its importance

Reference Books

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

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Performance Management and Career Planning**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
	B Application Based Question	5		
Q.4	C Application Based Question	5	15	
	Short notes: Any Three out of Five	3*5		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V

Elective Courses (EC)
Group C: Human Resource Electives
4. Industrial Relations
Course Credit-3

Objectives

- To introduce various concepts related to Industrial Relations
- To sensitize the students about Industrial Dispute and various machinery to resolve Industrial dispute.
- To familiarize the students with the importance of Trade union and the process of Collective Bargaining
- To help students understand various laws governing Industrial Relations

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Industrial Relations- An overview	15
2	Industrial Disputes	13
3	Trade Unions and Collective Bargaining	12
4	Industrial Relations Related Laws in India	12
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit. No.	Modules / Units
1	Industrial Relations- An overview
	Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Issues and Challenges of industrial relations in India
2	Industrial Disputes
	Industrial Disputes: Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc) with relevant examples and case laws Concepts Related to Industrial Disputes: Strike, Layoff, Lockout, Retrenchment (Relevant Examples and with business case studies) b) Employee Discipline: Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. c) Grievance Handling: Meaning of Grievances Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India. d) Workers' Participation in Management: Meaning and Types with Respect to India
3	Trade Unions and Collective Bargaining
	a) Trade Unions: Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, , Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS,UTUC, Problems of Trade Unions in India. Case study-based discussion on Trade Unionism in India b) Collective Bargaining: Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining, Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.
4	Industrial Relations Related Laws in India
	Role of Judiciary in Industrial Relations: (each act mentioned below should be explained with relevant business case studies) Brief mention of : <ul style="list-style-type: none"> • 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 Latest legislatures to be covered in detail: Industrial Relations Code 2020 Social Security Code 2020

Learning Outcome

- The students learn the relevance of Industrial Relation as important branch or Human Resource management
- Students gain knowledge about various machinery that can be used in order to resolve Industrial Disputes.
- The students gain knowledge about the trade unionism and the process of collective bargaining.
- Students have an enhanced understanding about various laws particularly related to Industrial Relations.

Reference Books

- Davar R S: Personnel Management and Industrial Relations in India
- Mamoria C B: Industrial Relations
- Charles Myeres: Industrial Relations in India
- Arun Monappa: Industrial Relations
- Sharma A M : Industrial Relations
- Ahuja K K : Industrial Relations Theory and Practice
- C.S. VekataRatnam :Globalisation and Labour-Management Relations
- Srivastava K D: Laws relating to Trade Unions and Unfair Labour Practice
- A.M.Sarma: A conceptual and legal frame work
- Farnham, David and John Pimlot, Understanding Industrial Relations, London: Cassell
- Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 09
- P.R.N Sinha, InduBala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation.
- Srivastava, S. C. :Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Industrial Relations**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
	B Application Based Question	5		
Q.4	C Application Based Question	5	15	
	Short notes: Any Three out of Five	3*5		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V**Core Course (CC)****5. Logistics and Supply Chain Management****Course Credit-3****Objectives**

- To enable the students to increase efficiency with minimum inventory.
- To enable the students to handle unexpected events.
- To enable the students to Reduce Transportation and Logistics Cost and improve quality.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Logistics and Supply Chain Management	13
2	Elements of Logistics Mix	13
3	Inventory Management, Logistics Costing, Performance	13
4	Recent Trends in Logistics and Supply Chain Management	13
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to Logistics Management
	<ul style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment b) Introduction to Supply Chain Management <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 c) Customer Service: Key Element of Logistics <ul style="list-style-type: none"> □ Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers d) Demand Forecasting <ul style="list-style-type: none"> □ Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)
2	Transportation
	<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 b) Warehousing <ul style="list-style-type: none"> □ Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing c) Materials Handling <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 d) Packaging <ul style="list-style-type: none"> □ Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs
3	Inventory Management
	<ul style="list-style-type: none"> b) Logistics Costing <ul style="list-style-type: none"> □ Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing c) Performance Measurement in Supply Chain <ul style="list-style-type: none"> □ Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of deal Measurement System d) Logistical Network Analysis <ul style="list-style-type: none"> □ Meaning, Objectives, Importance, Scope
4	Information Technology in Logistics
	<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 b) Modern Logistics Infrastructure <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 c) Logistics Outsourcing

	<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 d) Logistics in the Global Environment □ Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management
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Learning Outcome

- The students learns logistics concepts and basic activities.
- The students can define basic logistics activities and can associate logistics activities with other business activities.
- The student can relate to logistics trends and is able to explain reverse logistics concept.

Reference Books

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

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Logistics and Supply Chain Management**Allocation of 40 Marks---Internal evaluation****SEMESTER V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

SEMESTER V

Ability Enhancement Courses (AEC)
6. Corporate Communication & Public Relations
Course Credit-3

Objectives

- To enable the students to understand what corporate communication is, what its role in corporations is, and the different perspectives on corporate communication.
- To enable the student to understand key concepts of corporate communication and public relations.
- To ensure the students know key theories of corporate communications and public relations.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Foundation of Corporate Communication	13
2	Understanding Public Relations	13
3	Functions of Corporate Communication and Public Relations	13
4	Emerging Technology in Corporate Communication and Public Relations	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Foundation of Corporate Communication
	<p>a) Corporate Communication: Scope and Relevance • Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario</p> <p>b) Keys concept in Corporate Communication • Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</p> <p>c) Ethics and Law in Corporate Communication • Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</p>
2	Understanding Public Relations
	<p>a) Fundamental of Public Relations: • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, measurement of Public Relations objectives, PR campaigns, Scope of Public Relations, Significance of Public Relations in Business</p> <p>b) Emergence of Public Relations: • Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</p> <p>c) Public Relations Environment: • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</p> <p>d) Theories used in Public Relations: • Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</p>
3	Functions of Corporate Communication and Public Relations
	<p>a) Media Relations: • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations b) Employee Communication: • Introduction, Sources and organizing of Employee Communications, Public speaking and presentation skills for PR professionals, Introduction to PR agencies, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications c) Crisis Communication: • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building d) Financial Communication: • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</p>
4	Emerging Technology in Corporate Communication and Public Relations
	<p>a) Contribution of Technology to Corporate Communication • Introduction, Today's Communication Technology, Importance, functions and types of Technology to Corporate Communication, New Media: Web Conferencing, Really Simple Syndication (RSS)</p> <p>b) Information Technology in Corporate Communication • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation c) Corporate Blogging • Introduction, Characteristics, Types, Role and Content writing for Corporate Blogging and other platforms.</p>

Learning Outcome

- The Students will develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others.
- The student will cultivate skills which could include communication competencies such as managing conflict, understanding small group processes, active listening and appropriate self-disclosure.

Reference Books

- Richard R. Dolphin, The Fundamentals of Corporate Communication
- Joep Cornelissen, Corporate Communications: Theory and Practice
- James L. Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium
- Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
- Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
- Joseph Fernandez, Corporate Communications: A 21st Century Primer
- C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication
- Jaishri Jethwaney, Corporate Communication: Principles and Practice

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Corporate Communication & Public Relations**Allocation of 40 Marks---Internal evaluation****SEMESTER -V**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	10
Write a blog in any preferred language	10
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER V**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER V**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							



R.A PODAR College

of



Commerce and Economics, **Matunga,**

Mumbai

Autonomous

Syllabus

and

Question Paper pattern

of

Bachelor of Management Studies (BMS) Programme

Third Year (Semester V and VI)

Under Choice Based Credit System, Grading and Semester System

To be implemented from the Academic Year 2021-22

(To be implemented from Academic Year- 2021-2022)

No. of Courses	Course Code	Semester V	Credits	No. of Courses	Course Code	Semester VI	Credits
<i>1)</i>		<i>Elective Courses (EC)</i>		<i>1)</i>		<i>Elective Courses (EC)</i>	
1,2,3 & 4		*Any four courses from the following list of the courses	12	1,2,3 & 4		*Any four courses from the following list of the courses	12
<i>2)</i>		<i>Core Course (CC)</i>		<i>2)</i>		<i>Core Course (CC)</i>	
5	20502	Logistics & Supply Chain	04	5	20601	Operation Research	04
<i>3)</i>		<i>Ability Enhancement Course(AEC)</i>		<i>3)</i>		<i>Ability Enhancement Course (AEC)</i>	
6	20501	Corporate Communication & Public Relations	04	6	20602	Project Work	04
Total Credits			20	Total Credits			

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

<i>*List of group of Elective Courses(EC)for Semester V (Any Four)</i>			<i>**List of group of Elective Courses(EC)for Semester VI (Any Four)</i>		
Group A: Finance Electives					
	Course Code			Course Code	
1	20503	Risk Management	1	20603	Innovative Financial Services
2	20504	Commodity & Derivatives Market	2	20604	Strategic Financial Management
3	20505	Wealth Management	3	20605	International Finance
4	20506	Investment Analysis & Portfolio Management	4	20606	Project Management
Group B: Marketing Electives					
1	20507	E-Commerce & Digital Marketing	1	20607	Media Planning & Management
2	20508	Sales & Distribution Management	2	20608	Retail Management
3	20509	Customer Relationship Management	3	20609	Brand Management
4	20510	Services Marketing	4	20610	International Marketing
Group C: Human Resource Electives					
1	20511	Strategic Human Resource Management & HR Policies	1	20611	HRM in Global Perspective
2	20512	Performance Management & Career Planning	2	20612	Indian Ethos in Management
3	20513	Industrial Relations	3	20613	HRM in Service Sector Management
4	20514	Finance for HR Professionals & Compensation Management	4	20614	Organisational Development
Note: Group selected in Semester III will continue in Semester V & Semester VI					

Semester VI
Elective Courses (EC)
Group A: Finance Electives
1. International Finance
Course Credit-3

Objectives

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

Modules at a Glance

Sr. No.	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	5
5	Class Test	1
Total		61

Recommended Syllabus

Unit. No.	Modules / Units
1	Foreign Exchange Risk, Appraisal & Tax Management
	<p>a) Introduction to International Finance: • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p>b) Balance of Payment: • Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</p> <p>c) International Monetary Systems: • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System</p> <p>d) An introduction to Exchange Rates: • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations ♣ Direct & Indirect Rates ♣ Cross Currency Rates ♣ Spread & Spread % • Factors Affecting Exchange Rates</p>
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
	<p>a) Foreign Exchange Markets: • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>b) International Parity Relationships & Foreign Exchange Rate: • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p> <p>c) Currency & Interest Rate Futures: • Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India</p>
3	World Financial Markets & Institutions & Risks
	<p>a) Euro Currency Bond Markets: • Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market</p> <p>b) International Equity Markets & Investments: • Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</p> <p>c) International Foreign Exchange Markets: • Meaning of International Foreign Exchange Market, FEMA, FIMMDA, Fund flow: Inflow (FDI) and outflow (overseas investments done by Indians) Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</p> <p>d) Banking, Tax heavens. Impact of Offshore Banking on Domestic Countries.</p>
4	Foreign Exchange Risk, Appraisal & Tax Management
	<p>a) Foreign Exchange Risk Management: • Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</p> <p>b) International Tax Environment: • Meaning, Objectives, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</p> <p>c) International Project Appraisal: • Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal in the International Context, Practice of Investment Appraisal</p>

Learning Outcome

- The students get access to capital markets across the world and it helps them to understand the borrowing strategy during tough times and lend during good times.
- Understanding of domestic investment and growth through capital import.
- The study of International finance helps the learner to focus on areas such as foreign direct investment and currency exchange rates.

Reference Books

- Cheol. S. Eun & Bruce G. Resnick, International Finance Management
- Maurice D. Levi, International Finance – Special Indian Edition
- Prakash G. Apte, International Finance – A Business Perspective
- V A. Aadhani, International Finance
- P G Apte, International Financial Management, 5th Edition, The McGraw Hill

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

International Finance**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Written assignment	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

Semester VI

Elective Courses (EC)
Group A: Finance Electives
2. Innovative Financial Services
Course Credit-3

Objectives

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

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Traditional Financial Services	13
2	Issue Management and Securitization	13
3	World Financial Markets & Institutions & Risks	13
4	Consumer Finance and Credit Rating	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to Traditional Financial Services
	<p>a) Financial Services:• Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework</p> <p>b) Factoring and Forfaiting:• Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</p> <p>c) Bill Discounting:• Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</p>
2	Issue Management and Securitization
	<p>a) Issue Management and Intermediaries: • Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <p>b) Stock Broking:• Introduction, Stockbrokers, Sub Brokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading</p> <p>c) Securitization:• Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitise Assets, Benefits of Securitization, New Guidelines on Securitization, avoidance of double taxation.</p>
3	Financial Services and its Mechanism
	<p>a) Lease and Hire-Purchase:• Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. • Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.</p> <p>b) Housing Finance:• Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies</p> <p>c) Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p> <p>d) Origin of Crowd funding: Indian history</p>
4	Consumer Finance and Credit Rating
	<p>a) Consumer Finance:• Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance</p> <p>b) Plastic Money:• Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. • Smart Cards- Features, Types, Security Features and Financial Applications, cyber-crime, Do's and Don'ts of online transactions, E wallets.</p> <p>c) Credit Rating:• Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating</p>

Learning Outcome

- The students learn the financial services given by financial companies
- The students get an opportunity to understand the various financial services available during traditional and modern approach.
- The student learn about the consumer finance and credit rating.

Reference Books

- IM Pandey, Financial Management, Vikas Publishing House Ltd.
- Khan M.Y., Financial Services, Mc Graw Hill Education.
- Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.
- Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Innovative financial services**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.3	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group A: Finance Electives
3. Project Management
Course Credit-3

Objectives

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

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Project Management & Project Initiation	13
2	Analyzing Project Feasibility	13
3	Budgeting, Cost & Risk Estimation in Project Management	13
4	New Dimensions in Project Management	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit. No.	Modules / Units
1	<p>Introduction to Project Management & Project Initiation</p> <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): • 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> <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 evaluation methods- Payback, ARR, NPV, Profitability Index, IRR and Discounted Payback period • 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	<p>Analyzing Project Feasibility</p> <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:• Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p>c) Technical Analysis:• Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</p> <p>d) Operational Analysis:• Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations</p>
3	<p>Budgeting, Cost & Risk Estimation in Project Management</p> <p>a) Funds Estimation in Project:• Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</p> <p>b) Risk Management in Projects:• What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p>c) Cost Benefit Analysis in Projects• Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p>
4	<p>New Dimensions in Project Management</p>

	<p>a) Modern Development in Project Management:• Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</p> <p>b) Project Monitoring & Controlling:• Introduction to Project Monitoring & Controlling, The Planning – Monitoring Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</p> <p>c) Project Termination & Solving Project Management Problems: • Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects</p>
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Learning Outcome

- The students learn to Project handling and selection by using technical Analysis.
- The students learn to Budgeting, Cost & Risk Estimation in Project Management
- The students learn the new dimensions in project management by project monitoring and controlling, problem solving approach.

Reference Books

- Harold Kerzer, Project Management–A System Approach to Planning, Scheduling & Controlling
- Jack .R. Meredith & Samuel .J. Mantel, Jr., Project Management – A Managerial Approach
- Bhavesh .M. Patel, Project Management – Strategic Financial Planning , Evaluation & Control

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Project management**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Practical Question	5	15	
	B Practical Question	5		
	C Practical Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
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Semester VI**Elective Courses (EC)****Group A: Finance Electives****4. Strategic Financial Management****Course Credit-3****Objectives**

- To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability.
- 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.
- To acquaint learners with contemporary issues related to financial management.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Dividend Decision and XBRL	13
2	Capital Budgeting and Capital Rationing	13
3	Shareholder Value and Corporate Governance/ Corporate Restructuring	13
4	Financial Management in Banking Sector and Working Capital Financing	13
5	Class Test / Presentation	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Dividend Decision and XBRL
	a) Dividend Decision: • Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) Corporate strategy
2	Capital Budgeting and Capital Rationing
	a) Capital Budgeting: • Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. b) Capital Rationing: • Meaning, Advantages, Disadvantages, Practical Problems
3	Shareholder Value and Corporate Governance/Corporate Restructuring
	a) Shareholder Value and Corporate Governance: • Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India b) Corporate Restructuring: • Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre-Merger and Post Merger Impact, Insolvency and bankruptcy code, Elements of NCLT
4	Financial Management in Banking Sector and Working Capital Financing
	a) Financial Management in Banking Sector: • An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances b) Leasing decisions and cross border leasing

Learning Outcome

- The students can think critically, including self-reflection, and creatively in identifying, evaluating of the alternative solutions to business problems.
- The learner can solve complex problems to support financial evaluations and business management decisions including numeracy and quantitative skills.
- The learner can undertake research into a financially related business problem and to apply skills in the assembling and analysis of data collected.

Reference Books

- C. Paramasivan & T. Subramanian, Financial Management
- IM Pandey, Financial Management
- Ravi Kishor, Financial Management
- Khan & Jain, Financial Management
- Van Horne & Wachowiz, Fundamentals of Financial Management
- Prasanna Chandra, Strategic Financial Management

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Strategic Financial Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
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4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group B: Marketing Electives
1. Brand Management
Course Credit-3

Objectives

- To understand the meaning and significance of Brand Management
- To enable the learner to know how to build, sustain and grow brands
- To ensure that the learner knows about the various sources of brand equity

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Brand Management	13
2	Planning and Implementing Brand Marketing Programs	13
3	Measuring and Interpreting Brand Performance	13
4	Growing and Sustaining Brand Equity	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to Brand Management
	<p>Introduction to Brand Management: • Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis</p> <p>Designing & Implementing Branding Strategies: • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy • Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels</p>
2	Planning and Implementing Brand Marketing Programs
	<p>a) Planning and Implementing Brand Marketing Programs: • Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements • Integrating Marketing Programs and Activities • Personalising Marketing: Experiential Marketing, One to One Marketing, • Channel of Distribution, Co-branding, Characters, Event marketing</p>
3	Measuring and Interpreting Brand Performance
	<p>a) The Brand Value Chain b) Measuring Sources of Brand Equity: • Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association • Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator d) Concepts related to Measuring Outcomes of Brand Equity • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis • Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology, Marketing intelligence. Online branding: LinkedIn</p>
4	Growing and Sustaining Brand Equity
	<p>a) Brand Extensions: • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity c) Managing Brands over Time: • Reinforcing Brands, Revitalizing Brands d) Building Global Customer Based Brand Equity</p> <p>Only case study analysis</p>

Learning Outcome

The learner can:

- Demonstrate knowledge of branding and brand management.
- Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.
- Manage a brand portfolio and make strategic brand decisions.
- Formulate and justify brand development decisions.
- Analyze and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

Reference Books

- Keller Kevin Lane, Strategic Brand Management-2008
- Elliot, Richard, Strategic Brand Management-2008
- Kapferer, Jean-Noel, Strategic Brand Management-2000
- Kishen, Ram, Strategic Brand Management- 2013
- Keller Kevin Lane, Strategic Brand Management 4e-2015
- Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Brand Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group B: Marketing Electives
2. Retail Management
Course Credit-3

Objectives

- To familiarize the students with retail management concepts and operations
- To provide understanding of retail management and types of retailers
- To develop an understanding of retail management terminology including merchandize management, store management and retail strategy.
- To create awareness about emerging trends in retail management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Retail Management- An overview	13
2	Retail Consumer and Retail Strategy	13
3	Merchandise Management and Pricing	13
4	Managing and Sustaining Retail	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Retail Management- An overview
	<p>a) Retail Management: • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</p> <p>b) Retail Formats: • Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning,</p> <p>c) Emerging Trends in Retailing • Impact of Globalization on Retailing • I.T in Retail: Importance, 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</p>
2	Retail Consumer and Retail Strategy
	<p>a) Retail Consumer/Shopper: • Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</p> <p>b) CRM in Retail: • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</p> <p>c) Retail Strategy: • Meaning, Steps in Developing Retail Strategy, Retail Value Chain</p> <p>d) Store Location Selection: • Meaning, Types of Retail Locations, Factors Influencing Store Location</p> <ul style="list-style-type: none"> • Strategy for differentiation and competition • Model for collaboration (CPFR) Collaboration Planning Forecasting and Replenishment <p>e) HRM in Retail: • Meaning, Significance, Functions • Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</p>
3	Merchandise Management and Pricing
	<p>a) Merchandise Management • Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing Meaning, Process, Sources for Merchandise</p> <p>b) Buying Function: • Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer</p> <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label • Meaning, Need and Importance, Private Labels in India</p> <p>e) Retail Pricing • Meaning, Considerations in Setting Retail Pricing • Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing • Variable Pricing and Price Discrimination- Meaning Types: ♣ Individualized Variable Pricing/First Degree Price ♣ Self-Selected Variable Pricing/ Second Degree Price Discrimination Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing ♣ Variable Pricing by Market Segment/ Third Degree Price Discrimination, 4 P’s of Category management- Product, Placement, Price and Promotion Challenges in category management</p>
4	Managing and Sustaining Retail
	<p>a) Retail Store Operations: • Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff)</p> <p>b) Store Design and Layout: • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospheric and Aesthetics • Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning,</p>

Significance, Concept of Digital Signage • Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps
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Learning Outcome

- The students have learnt the consumer decision-making process.
- The student can Identify a situation in which a customer has conflicting needs.
- The student can use the multi attribute model, explain how customers evaluate retailers.

Reference Books

- Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai.
- Michael Levy & Barton A Weitz, “Retailing Management”, Tata Mc Graw Hill
- Jim, “Retail Strategies-understanding why we shop”, Jaico Publishing House, Mumbai.
- Dunne Lusch, “Retail Management”, South Western Cengage Learning
- K.S. Menon, “Store Management”, Macmillan India Ltd.,
- Keith Lincoln, Lars Thomessen & Anthony Aconis, “Retailization -Brand Survival in the Age of Retailer Power”, Kogan Page Ltd.,
- Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill.
- Bajaj, Tulli & Shrivastava, “Retail Management”, Oxford University Press
- Kishore Biyani, “It Happens in India”& “The Wall Mart Story” Store Manager, Organiser / Planner-DMS Retail
- Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Retail Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
	B Application Based Question	5		
Q.4	C Application Based Question	5	15	
	Short notes: Any Three out of Five	3*5		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
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4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group B: Marketing Electives
3. International Marketing
Course Credit-3

Objectives

- To gain knowledge and understanding of key issues associated with international marketing
- To provide an insight on the dynamics of International Marketing Environment.
- To understand the impact of international issues on the marketing mix
- To develop skills in researching and analyzing trends in global markets and in modern marketing practice

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to International Marketing & Trade	15
2	International Marketing Environment and Marketing Research	12
3	International Marketing Mix	12
4	Trends in International Marketing	13
5	Class Test / Presentation ---preset criteria	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to International Marketing & Trade
	<p>a) Introduction of International Marketing: • Meaning, Features , Need and Drivers , Process, Phases , Benefits, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Stages of Internationalization, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, b) Introduction to International Trade: • Concept of International Trade and theories, Barriers to Trade: Tariff and Non-Tariff, Trading Blocs: SAARC, ASEAN, NAFTA, EU, OPEC</p>
2	International Marketing Environment and Marketing Research
	<p>a) International Marketing Environment: • Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) , INCOTERM• Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti-Dumping Law and Import License. • Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE’s Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) b) Marketing Research: • Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research</p>
3	International Marketing Mix
	<p>a) International Product Decision • International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning b) International Pricing Decision: • Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing • International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing •• International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing c) International Distribution Decisions • Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel d) International Promotion Decisions • Concept of International Promotion Decision •International Promotional Campaigns process: • Standardization V/S Adaptation of International Promotional Strategies • International Promotional Tools/Elements</p>
4	Developments in International Marketing
	<p>a) Introduction -Developing International Marketing Plan: • Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan b) International strategies: • Need for International Strategies, Types of International Strategies c) Concept of Balance of Payments and Trade d) International Marketing of Services • Concept, Features, Need, Drivers, Advantages and Disadvantages of Global Service Marketing, Service Culture</p>

Learning Outcome

- The students develop an understanding of major aspects related to international marketing.
- They develop skills in researching and analyzing trends in global markets and in modern marketing practice
- They are able to identify the impact of global macro and micro environment on businesses.

Reference Books

- Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .
- RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007.
- SakOnkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition
- Francis Cherunilam, International Business, PHI Leaning Private Limited New Delhi, Fifth Edition
- Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.
- Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition
- Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition
- Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition
- Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007
- 11. Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication, Fifth Edition
- Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtechpress , Edition 2011

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

International Marketing

Allocation of 40 Marks---Internal evaluation

SEMESTER -VI

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	10
Assignment / Case study/ Activity	10
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks

SEMESTER VI

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks

SEMESTER VI

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
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4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group B: Marketing Electives
4. Media Planning and Management
Course Credit-3

Objectives

- To understand Media Planning, Strategy, Research and Management.
- To facilitate understanding process of Media Budgeting and Media Buying Process.
- To provide an insight on evaluation metrics of each media enabling a rational decision making process.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Media and Media Planning	15
2	Media Mix & Media Strategy	12
3	Media Budgeting, Buying & Scheduling	13
4	Media Measurement, Evaluation	12
5	Class Test and Power Point presentation—preset criteria	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	<p>Overview of Media and Media Planning</p> <p>a) Overview of Media and Media Planning: <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 with the example of a Media House/ Advertising agency/ TV Channel, Regulatory Framework and Legal Aspects in Media Planning </p> <p>b) Media Research: • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey</p>
2	<p>Media Mix and Media Strategy</p> <p>a) Media Mix: • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix</p> <p>b) Media Choices: <ul style="list-style-type: none"> • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, • Television- Meaning, Factors Affecting Selection of Television Media Decisions, • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, </p> <p>c) Emerging Media: • Online, Mobile, Gaming, In flight, In Store, Interactive Media , M Commerce</p> <p>d) Media Strategy: • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</p>
3	<p>Media Budgeting, Buying & Scheduling</p> <p>a) Media Budget • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase • Importance of Media Budget. <ul style="list-style-type: none"> • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. </p> <p>b) Media Buying: • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy <ul style="list-style-type: none"> • 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> <p>c)Media Scheduling • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers - Recent trends in Media planning: Digital platform (workshop)</p>
4	<p>Developments in International Marketing</p>

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

- The students gain knowledge about various Media Planning concepts like media mix, media strategy, media buying, media scheduling etc.
- The students will learn about various approaches to media budgeting and the regulatory framework that governs the media planning decisions.
- The students will understand about various measurement and evaluation metrics of media vehicles.

Reference Books

- Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010
- Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.
- Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition
- Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,
- Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications
- Charles Warner and Joseph Buchman, Media selling, Surjeet Publication,3rd edition

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Media Planning and Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
Q.2	D Theory/ Concept based question	8	15	
	A Theory/ Concept based question- Essay Type Answer	15		
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
	B Application Based Question	5		
Q.4	C Application Based Question	5	15	
	Short notes: Any Three out of Five	3*5		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group C: Human Resource Electives
1. HRM in Global Perspective
Course Credit-3

Objectives

- To gain knowledge about complexities in IHRM.
- To understand the theoretical framework (Acquisition, retention, development of HR through various functions) and issues of HRM in Global Perspective
- To get insights of the concepts of Expatriates and Repatriates
- To find out the impact of cross culture on Human Resource Management
- To provide information about Diversity and Global Workforce Management
- To study the recent changes in International HRM with relevance to ethics, International projects, virtual organizations and technology

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	International HRM – An Overview	15
2	Global HRM Functions	12
3	Expatriation and Repatriation in IHRM	12
4	International HRM Trends and Challenges	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit. No.	Modules / Units
1	International HRM – An Overview
	<p>a) International HRM – An Overview: • International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, limitations, Drivers of internationalization • Difference between International HRM and Domestic HRM • Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric • models of IHRM Qualities of Global Managers • • Components of IHRM- Cross Cultural Management and Comparative HRM • Cross Cultural Management- Meaning, Features, Convergence of Cultures, 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</p>
2	Global HRM Functions
	<p>a) Global HRM Functions: • International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria and techniques, types of international assignments</p> <p>• International Compensation – Meaning, Objectives, Components, 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,, Trade Union and International IR</p>
3	Managing Expatriation and Repatriation
	<p>a) Managing Expatriation and Repatriation • • Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Types of expatriate training 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</p>
4	International HRM Trends and Challenges
	<p>a) International HRM Trends and Challenges: • Emerging Trends in IHRM • Off Shoring – Meaning, Importance, Off Shoring and HRM in India • International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme • Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World • HR in MNCs – Industrial Relations in MNCs • Role of Technology on IHRM • IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions, Impact on IHRM • Knowledge Management and IHRM</p>

Learning Outcome

- The student learns about IHRM, challenges, stages of internationalization of companies and methods of entry into international business.
- The student gains insight into different employment standards and laws, International labor relations.
- The student gets the HR view of M&A, reasons for failure and how HRM can guide the post-acquisition integration process.
- The student equips themselves with the knowledge regarding latest trends in technology, ethics, Knowledge management, International projects, Offshoring.

Reference Books

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

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

HRM in Global Perspective**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	10
Case study / Quiz / Activity	10
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC)
Group C: Human Resource Electives
2. Organizational Development
Course Credit-3

Objectives

- To understand the concept and significance of Organizational Development and its Relevance in the organization. (National and International)
- Elucidating the dynamics of entry, diagnosis, planning, intervention, and sustainability that occur during organization change efforts
- Embracing real-time learning and assessment about self, team and organizational life for transformational change and Organizational Development interventions
- Understand the various aspects relevant to Organizational Development effectiveness

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Organizational Development – An Overview	13
2	Organizational Diagnosis, Renewal and Change	13
3	Organizational Interventions	13
4	Organizational effectiveness	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Organizational Development – An Overview
	a) Organizational Development – An Overview: •Organizational learning Organizational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance • Relevance of Organizational 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	Organizational Diagnosis, Renewal and Change
	a) Organizational Diagnosis, Renewal and Change: •Organizational Diagnosis - Meaning, Need, Phases, Levels, Techniques, Tools used in organizational diagnosis • Organizational Renewal, Re-energizing, OD and Business Process Re-Engineering (BPR), OD and Leadership Development •Organizational Change- Meaning, Organizational Life Cycle, Planned Change, Organizational Growth, and its Implication for Change
3	OD Interventions
	a) Managing Expatriation and Repatriation • OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions • Types of Interventions- Human Resource Intervention, OD team and intergroup development, Structural Intervention, Strategic Interventions, Third-Party Peace-Making Intervention • Techniques of OD Intervention: ♣ Traditional: Sensitive Training, Grid Training, Survey Feedback. ♣ Modern: Process Consultation, Third Party, Team Building, Transactional Analysis • Evaluation of OD Interventions: Process, Types, Methods, Importance
4	OD Effectiveness
	a) OD Effectiveness: • Issues Faced in OD- Issues Related to Client Relationship, Power- Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD • Values in OD – Meaning, Professional Values, Value Conflict and Dilemma • Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals • Organizational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organizational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organizational Effectiveness, Ways to Enhance Organizational Effectiveness

Learning Outcome

- The student gains insight about basic concept of Organizational development, the roles and practices for securing effective change through OD.
- The learner can identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions.
- There is understanding regarding small group theory, group dynamics, teams and team building and their application in OD.
- The learner can evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques.
- The learner can interpret a range of organisation data to gain insights into organizational effectiveness.

Reference Books:

- Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House
- French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
- Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice Hall, Englewood Cliffs, N.J., 1990
- Cummings, T. G. & Worley, C. G. (2009). Organization Development and Change (9th edition). Canada: South-Western Cengage Learning
- Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.
- Cummings, T. G., Theory of Organization Development and Change, South Western.
- Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.
- Richard L, Organisation, Theory, Change and Design , India Edition (Cengage Learning)
- Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Organizational Development

Allocation of 40 Marks---Internal evaluation

SEMESTER -VI

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	10
Activity/ assignment/ Case study	10
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks

SEMESTER VI

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks

SEMESTER VI

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
	B Application Based Question	5		
Q.4	C Application Based Question	5	15	
	Short notes: Any Three out of Five	3*5		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Semester VI

Elective Courses (EC) Group C: Human Resource Electives 3. HRM in Service Sector Management Course Credit-3

Objectives

- To understand the growing importance of HRM in service sector
- To understand how to manage service quality dimensions, gaps and understanding critical HR elements like retention of workforce in service sector.
- To understand the importance of human element in creating customer satisfaction through service quality
- To understand the Issues and Challenges of HR in various service sectors

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Service Sector Management- An Overview	15
2	Managing Human Element in Service Sector	12
3	Issues and Challenges of HR in Service Sector	12
4	HRP Evaluation, Attrition, Retention & Globalization	13
5	Class Test / Presentation	8
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Service Sector Management- An Overview
	<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 (Study of research paper on Moment of Truth)
2	Managing Human Element in Service Sector
	<ul style="list-style-type: none"> • Human Element in Service Sector – Introduction, Role and Significance • The Services Triangle(followed by relevant case studies) • Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Inter client Conflict • Emotional Labour – Meaning, Strategies for Managing Emotional Labour • Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector • Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitation
3	Issues and Challenges of HR in Service Sector
	<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 (Study of researchpaper on Service quality gap Model that covers business examples) • 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>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</p> <ul style="list-style-type: none"> • 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

<ul style="list-style-type: none">• Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers, Study of best practices prevailing for retaining employees in Service Industry• Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness with business examples <p>Concept of work from home</p>

Learning Outcome

- The subject will enrich the students to understand the relevance of Human element in service sector
- The students will learn core service concepts that will sensitize them about the challenges prevailing in Service Industry
- The subject will also help in learning and understanding aspects like HRP evaluation, attrition, retention in service sector

Reference Books

- C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia
- James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management, Operations, Strategy, Information Technology, Tata McGraw – Hill
- Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill
- Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition
- K. Rao: Services Marketing, Pearson Education
- Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Human Resources in Service Sector**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
Q.2	D Theory/ Concept based question	8	15	
	A Theory/ Concept based question- Essay Type Answer	15		
	OR			
Q.3	B Theory/ Concept based question- Essay Type Answer	15	15	
	A Application Based Question	5		
Q.3	B Application Based Question	5	15	
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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1							
2							
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4							
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Semester VI

Elective Courses (EC)
Group C: Human Resource Electives
4. Indian Ethos in Management
Course Credit-3

Objectives

- To understand the concept of Indian Ethos in Management
- To link the Traditional Management System to Modern Management System
- To understand the Techniques of Stress Management
- To understand the Evolution of Learning Systems in India

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Indian Ethos – An Overview	15
2	Work Ethos and Values	15
3	Stress Management	12
4	Indian Systems of Learning	10
5	Class Test / Presentation	08
Total		60

Recommended Syllabus

Unit No.	Modules / Units
1	Indian Ethos – An Overview
	a) Indian Ethos • Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Indian Ethos in Governance. b) Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Ethics v/s Ethos Indian Management v/s Western Management.
2	Work Ethos and Values
	<ul style="list-style-type: none"> • Work Ethos: • Meaning, Levels, Dimensions, Steps, Factors responsible for Poor Work Ethos • Values: • Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. • Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture • Conflict of interest • Whistle blowing • Insider trading
3	Stress Management
	a) Stress Management: • Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress b) Stress Management Techniques: Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance, Yoga Asanas for stress relief and their Advantages. C) Family business- Leadership: • Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta d) Motivation: • Meaning, Indian Approach to Motivation, Techniques • work from home
4	Indian Systems of Learning
	Learning: Meaning, Mechanisms • Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages, Distinguish between Gurukul and modern learning. b) Karma: Meaning, Importance of Karma to Managers, Nishkama Karma • Seven spiritual law of karma. • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma c) Self-Management: Personal growth • Personality Development: Meaning, Determinants

Learning Outcome

- The students learn to inculcate the Indian values in Modern business world.
- The students learn to overcome stress.
- The students learn about the changes that had been took place in learning system

Reference Books

- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
- Bhatta, S.K., Business Ethics & Managerial Values.
- Dave, Nalini V: Vedanta and Mana
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
- Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata

McGraw Hill Publishing Company, New Delhi – 1987

- Chakraborty, S.K.: Management by Values, Oxford University Press 1991.
- Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010
- Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
- Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009
- Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009
- S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Indian Ethos Management**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	7	15	
	B Theory/ Concept based question	8		
	OR			
	C Theory/ Concept based question	7		
	D Theory/ Concept based question	8		
Q.2	A Theory/ Concept based question- Essay Type Answer	15	15	
	OR			
	B Theory/ Concept based question- Essay Type Answer	15		
Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
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Semester VI

Core Course (CC)
5. Operations Research
Course Credit-3

Objectives

- To help students to solve various problems practically.
- To make students proficient in case analysis and interpretation.
- To understand mathematical models used in Operations Research.
- To apply these techniques constructively to make effective business decisions and improve its quality.
- Identify optimum solution.
- Improve the objectivity of analysis.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Operations Research and Linear Programming	13
2	Assignment and Transportation Models	13
3	Network Analysis	13
4	Job Sequencing and Theory of Games	13
5	Class test & case study analysis	8
	Total	60

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction to Operations Research and Linear Programming
	<p>a) Introduction to Operations Research • Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</p> <p>b) Linear Programming Problems: Introduction and Formulation • Introduction to Linear Programming • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</p> <p>c) Linear Programming Problems: Graphical Method • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. d) Linear Programming Problems: Simplex Method • Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. • Two or Three Decision Variables and Maximum Three Constraints Problem. (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> <p>Note: 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included.</p>
2	Assignment and Transportation Models
	<p>a) Assignment Problem – Hungarian Method • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included. b) Transportation Problems • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. Note: 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Numerical is included.</p>
3	Network Analysis
	<p>a) Critical Path Method (CPM) • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project</p>

	<p>Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float b) Project Crashing • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing c) Program Evaluation and Review Technique (PERT) • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using (te) values 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.</p>
4	<p>Job Sequencing and Theory of Games</p>
	<p>a) Job Sequencing Problem • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. b) Theory of Games • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numerical based on: ♣ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method. MS project to be used as a teaching pedagogy</p>

Learning Outcome

- The students learn to understand mathematical models used in Operations Research
- The students learn to Identify optimum solution
- The students learn to make students proficient in case analysis and interpretation

Reference Books

- Operations Research – An introduction 6th Edition , Taha H.A., Hall of India
- Operations Research Techniques for Management 7th Edition, Kapoor V.K., Sultan Chand & Sons
- Operations Research 9th Edition, Kantiswarup, Gupta P.K. & Sultan Chand & Sons Manmohan
- Operations Research 8th Edition, Sharma S.D., Kedarnath, Ramnath & Company
- Operations Research 2nd Edition, Bronson R, Shaum’s Outline Series
- Quantitative Techniques in Management 3rd Edition , Vora N.D., Tata McGraw Hill co.
- Principles & Application 3rd Ed, Shreenath L.S., PERT & CPM, Affiliated East-West Press Pvt. Ltd.
- Principles of Operations Research 2nd Edition, Wagener H.M., Prentice – Hall of India

Teaching Pedagogy

Use of technology, Chalk and Talk method, Role Play, Group discussions, Play learn method, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Operations Research**Allocation of 40 Marks---Internal evaluation****SEMESTER -VI**

Method of evaluation	Marks
Written Test	15
Case study (LPP Transportation and Network analysis)	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER VI**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Suggested Paper pattern for written test of 60 Marks**SEMESTER VI**

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Q.3	A Application Based Question	5	15	
	B Application Based Question	5		
	C Application Based Question	5		
Q.4	Short notes: Any Three out of Five	3*5	15	
TOTAL			60	