Revised Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Third Year Semester V and VI Under Credit, Grading and Semester System With Effect from Academic Year 2016-2017
# Revised Syllabus of Courses of Bachelor of Management Studies Programme at Semester V

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

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

Course Code: UBMSFSV.1

Logistics and Supply Chain Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overview of Logistics and Supply Chain Management</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Elements of Logistics Mix</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Recent Trends in Logistics and Supply Chain Management</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To provide students with basic understanding of concepts of logistics and supply chain management</td>
</tr>
<tr>
<td>2</td>
<td>To introduce students to the key activities performed by the logistics function</td>
</tr>
<tr>
<td>3</td>
<td>To provide an insight into the nature of supply chain, its functions and supply chain systems</td>
</tr>
<tr>
<td>4</td>
<td>To understand global trends in logistics and supply chain management</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Overview of Logistics and Supply Chain Management</td>
</tr>
<tr>
<td></td>
<td>a) Introduction to Logistics Management</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Reverse Logistics and Green Logistics</td>
</tr>
<tr>
<td></td>
<td>• Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</td>
</tr>
<tr>
<td></td>
<td>b) Introduction to Supply Chain Management</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td></td>
<td>c) Customer Service: Key Element of Logistics</td>
</tr>
<tr>
<td></td>
<td>• Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</td>
</tr>
<tr>
<td></td>
<td>d) Demand Forecasting</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</td>
</tr>
<tr>
<td>2</td>
<td>Elements of Logistics Mix</td>
</tr>
<tr>
<td></td>
<td>a) Transportation</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td></td>
<td>b) Warehousing</td>
</tr>
<tr>
<td></td>
<td>• Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</td>
</tr>
<tr>
<td></td>
<td>c) Materials Handling</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</td>
</tr>
<tr>
<td></td>
<td>d) Packaging</td>
</tr>
<tr>
<td></td>
<td>• Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>3</td>
<td><strong>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</strong></td>
</tr>
</tbody>
</table>
|    | a) **Inventory Management**  
|    |   • Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)  
|    | b) **Logistics Costing**  
|    |   • Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing  
|    | c) **Performance Measurement in Supply Chain**  
|    |   • Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System  
|    | d) **Logistical Network Analysis**  
|    |   • Meaning, Objectives, Importance, Scope, RORO/LASH |
| 4  | **Recent Trends in Logistics and Supply Chain Management** |
|    | a) **Information Technology in Logistics**  
|    |   • 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**  
|    |   • 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**  
|    |   • 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 |
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.2
Ethics and Governance

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Ethics and Business Ethics</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Ethics in Marketing, Finance and HRM</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Corporate Governance</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Corporate Social Responsibility (CSR)</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country</td>
</tr>
<tr>
<td>2</td>
<td>To learn the applicability of ethics in functional areas like marketing, finance and human resource management</td>
</tr>
<tr>
<td>3</td>
<td>To understand the emerging need and growing importance of good governance and CSR by organization</td>
</tr>
<tr>
<td>4</td>
<td>To study the ethical business practices, CSR and Corporate Governance practiced by various organization</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>1</strong></td>
<td>Introduction to Ethics and Business Ethics</td>
</tr>
</tbody>
</table>
| **a)** Ethics | • Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial  
• Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition |
| **b)** Business Ethics | • Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics  
• Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences  
• Myths about Business Ethics  
• Ethical Performance in Businesses in India |
| **2** | Ethics in Marketing, Finance and HRM |
| **a)** Ethics in Marketing: | • Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements |
| **c)** Ethics in Human Resource Management: | • Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership |
| **3** | Corporate Governance |
| | • Concept, History of Corporate Governance in India, Need for Corporate Governance  
• Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance  
• Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory  
• Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading |
<table>
<thead>
<tr>
<th>SN</th>
<th>Modules/ Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td><strong>Corporate Social Responsibility (CSR)</strong></td>
</tr>
<tr>
<td></td>
<td>• Meaning of CSR, Evolution of CSR, Types of Social Responsibility</td>
</tr>
<tr>
<td></td>
<td>• Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract</td>
</tr>
<tr>
<td></td>
<td>• Need for CSR</td>
</tr>
<tr>
<td></td>
<td>• CSR Principles and Strategies</td>
</tr>
<tr>
<td></td>
<td>• Issues in CSR</td>
</tr>
<tr>
<td></td>
<td>• Social Accounting</td>
</tr>
<tr>
<td></td>
<td>• Tata Group’s CSR Rating Framework</td>
</tr>
<tr>
<td></td>
<td>• Sachar Committee Report on CSR</td>
</tr>
<tr>
<td></td>
<td>• Ethical Issues in International Business Practices</td>
</tr>
<tr>
<td></td>
<td>• Recent Guidelines in CSR</td>
</tr>
<tr>
<td></td>
<td>• Society’s Changing Expectations of Business With Respect to Globalisation</td>
</tr>
<tr>
<td></td>
<td>• Future of CSR</td>
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</table>
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.3
Project Work

<table>
<thead>
<tr>
<th>100 Marks Project</th>
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</thead>
<tbody>
<tr>
<td>Minimum 20 days/100 hours of internship with an Organisation/NGO/ Charitable Organisation</td>
</tr>
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</table>

OR

Research Project based on Electives

Note

- Report submission of minimum 50 pages
- Experience certificate wherever applicable

Evaluation Methodology

- 75 marks external examiner- 50 marks for report + 25 marks for viva/presentation
- 25 marks internal examiner-15 marks for report + 10 marks for viva/presentation
Bachelor of Management Studies Programme at Semester V  
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.4

Investment Analysis and Portfolio Management

**Modules at a Glance**

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Investment Environment</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Risk - Return Relationship</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Portfolio Management and Security Analysis</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
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**Objectives**

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To acquaint the learners with various concepts of finance</td>
</tr>
<tr>
<td>2</td>
<td>To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world</td>
</tr>
<tr>
<td>3</td>
<td>To understand various models and techniques of security and portfolio analysis</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction to Investment Environment</td>
</tr>
</tbody>
</table>
|    | a) Introduction to Investment Environment  
|    | b) Capital Market in India  
|    |   • Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks |
| 2  | Risk - Return Relationship |
|    |   • 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:  
|    | b) Security Analysis:  
| 4  | Theories, Capital Asset Pricing Model and Portfolio Performance Measurement |
|    | a) Theories:  
|    |   • Dow Jones Theory, Elioit Wave Theory, Efficient Market Theory  
|    | b) Capital Asset Pricing Model:  
|    |   • Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line  
|    | c) Portfolio Performance Measurement:  
|    |   • Meaning of Portfolio Evaluation, Sharpe’s Ratio (Basic Problems), Treynor’s Ratio (Basic Problems), Jensen’s Differential Returns (Basic Problems) |
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.5

Commodity and Derivatives Market

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Commodities Market and Derivatives Market</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Futures and Hedging</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Options and Option Pricing Models</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Trading, Clearing &amp; Settlement In Derivatives Market and Types of Risk</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand the concepts related to Commodities and Derivatives market</td>
</tr>
<tr>
<td>2</td>
<td>To study the various aspects related to options and futures</td>
</tr>
<tr>
<td>3</td>
<td>To acquaint learners with the trading, clearing and settlement mechanism in derivatives market.</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction to Commodities Market and Derivatives Market</td>
</tr>
<tr>
<td></td>
<td>a) Introduction to Commodities Market:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, History &amp; Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash &amp; Derivative Segment), Commodity Exchanges in India &amp; Abroad, Reasons for Investing in Commodities</td>
</tr>
<tr>
<td></td>
<td>b) Introduction to Derivatives Market:</td>
</tr>
<tr>
<td>2</td>
<td>Futures and Hedging</td>
</tr>
<tr>
<td></td>
<td>a) Futures:</td>
</tr>
<tr>
<td></td>
<td>• Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price &amp; Expected Spot Price, Basis &amp; Basis Risk, Pricing of Futures Contract, Cost of Carry Model</td>
</tr>
<tr>
<td></td>
<td>b) Hedging:</td>
</tr>
<tr>
<td></td>
<td>• Speculation &amp; Arbitrage using Futures, Long Hedge – Short Hedge, Cash &amp; Carry Arbitrage, Reverse Cash &amp; Carry Arbitrage, Payoff Charts &amp; Diagrams for Futures Contract, Perfect &amp; Imperfect Hedge</td>
</tr>
<tr>
<td>3</td>
<td>Options and Option Pricing Models</td>
</tr>
<tr>
<td></td>
<td>a) Options:</td>
</tr>
<tr>
<td></td>
<td>• Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures &amp; Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts &amp; Diagrams for Options Contract, Basic Understanding of Option Strategies</td>
</tr>
<tr>
<td></td>
<td>b) Options Pricing Models:</td>
</tr>
<tr>
<td></td>
<td>• Binomial Option Pricing Model, Black - Scholes Option Pricing Model</td>
</tr>
<tr>
<td>4</td>
<td>Trading, Clearing &amp; Settlement In Derivatives Market and Types of Risk</td>
</tr>
<tr>
<td></td>
<td>a) Trading, Clearing &amp; Settlement In Derivatives Market:</td>
</tr>
<tr>
<td></td>
<td>• Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives &amp; Functions, Settlement Mechanism – Types of Settlement</td>
</tr>
<tr>
<td></td>
<td>b) Types of Risk:</td>
</tr>
<tr>
<td></td>
<td>• Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.6
Wealth Management

Modules at a Glance

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Insurance Planning and Investment Planning</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Financial Mathematics/ Tax and Estate Planning</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Retirement Planning/ Income Streams &amp; Tax Savings Schemes</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To provide an overview of various aspects related to wealth management</td>
</tr>
<tr>
<td>2</td>
<td>To study the relevance and importance of Insurance in wealth management</td>
</tr>
<tr>
<td>3</td>
<td>To acquaint the learners with issues related to taxation in wealth management</td>
</tr>
<tr>
<td>4</td>
<td>To understand various components of retirement planning</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>---------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction</td>
</tr>
<tr>
<td>a) Introduction To Wealth Management:</td>
<td></td>
</tr>
<tr>
<td>• Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs &amp; Expectation of Clients, Code of Ethics for Wealth Manager</td>
<td></td>
</tr>
<tr>
<td>b) Personal Financial Statement Analysis:</td>
<td></td>
</tr>
<tr>
<td>c) Economic Environment Analysis:</td>
<td></td>
</tr>
<tr>
<td>• Interest Rate, Yield Curves, Real Return, Key Indicators - Leading, Lagging, Concurrent</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Insurance Planning and Investment Planning</td>
</tr>
<tr>
<td>a) Insurance Planning:</td>
<td></td>
</tr>
<tr>
<td>b) Investment Planning:</td>
<td></td>
</tr>
<tr>
<td>• Types of Investment Risk, Risk Profiling of Investors &amp; Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active &amp; Passive Investment Strategies</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Financial Mathematics/ Tax and Estate Planning</td>
</tr>
<tr>
<td>a) Financial Mathematics:</td>
<td></td>
</tr>
<tr>
<td>• Calculation of Returns (CAGR, Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios</td>
<td></td>
</tr>
<tr>
<td>b) Tax and Estate Planning:</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Retirement Planning/ Income Streams &amp; Tax Savings Schemes</td>
</tr>
<tr>
<td>a) Retirement Planning:</td>
<td></td>
</tr>
<tr>
<td>b) Income Streams &amp; Tax Savings Schemes:</td>
<td></td>
</tr>
<tr>
<td>• Pension Schemes, Annuities - Types of Annuities, Various Income Tax Savings Schemes</td>
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</table>
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.7
Strategic Financial Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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<tbody>
<tr>
<td>1</td>
<td>Dividend Decision and XBRL</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Capital Budgeting and Capital Rationing</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Shareholder Value and Corporate Governance/ Corporate Restructuring</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Financial Management in Banking Sector and Working Capital Financing</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
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Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To match the needs of current market scenario and upgrade the learner’s skills and knowledge for long term sustainability</td>
</tr>
<tr>
<td>2</td>
<td>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</td>
</tr>
<tr>
<td>3</td>
<td>To acquaint learners with contemporary issues related to financial management</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
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<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Dividend Decision and XBRL</td>
</tr>
<tr>
<td></td>
<td>a) Dividend Decision:</td>
</tr>
<tr>
<td></td>
<td>• Meaning and Forms of Dividend, Dividend-Modigliani and Miller’s Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy</td>
</tr>
<tr>
<td></td>
<td>b) XBRL:</td>
</tr>
<tr>
<td></td>
<td>• Introduction, Advantages and Disadvantages, Features and Users</td>
</tr>
<tr>
<td>2</td>
<td>Capital Budgeting and Capital Rationing</td>
</tr>
<tr>
<td></td>
<td>a) Capital Budgeting:</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td>b) Capital Rationing:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Advantages, Disadvantages, Practical Problems</td>
</tr>
<tr>
<td>3</td>
<td>Shareholder Value and Corporate Governance/Corporate Restructuring</td>
</tr>
<tr>
<td></td>
<td>a) Shareholder Value and Corporate Governance:</td>
</tr>
<tr>
<td></td>
<td>• Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India</td>
</tr>
<tr>
<td></td>
<td>b) Corporate Restructuring:</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td>4</td>
<td>Financial Management in Banking Sector and Working Capital Financing</td>
</tr>
<tr>
<td></td>
<td>a) Financial Management in Banking Sector:</td>
</tr>
<tr>
<td></td>
<td>• An Introduction, Classification of Investments, NPA &amp; their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances</td>
</tr>
<tr>
<td></td>
<td>b) Working Capital Financing:</td>
</tr>
<tr>
<td></td>
<td>• Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.8
Service Marketing

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction of Services Marketing</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Key Elements of Services Marketing Mix</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Managing Quality Aspects of Services Marketing</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Marketing of Services</td>
<td>15</td>
</tr>
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<td></td>
<td><strong>Total</strong></td>
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Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand distinctive features of services and key elements in services marketing</td>
</tr>
<tr>
<td>2</td>
<td>To provide insight into ways to improve service quality and productivity</td>
</tr>
<tr>
<td>3</td>
<td>To understand marketing of different services in Indian context</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction of Services Marketing</td>
</tr>
<tr>
<td></td>
<td>• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</td>
</tr>
<tr>
<td></td>
<td>• Role of Services in Modern Economy, Services Marketing Environment</td>
</tr>
<tr>
<td></td>
<td>• Goods vs Services Marketing, Goods Services Continuum</td>
</tr>
<tr>
<td></td>
<td>• Consumer Behaviour, Positioning a Service in the Market Place</td>
</tr>
<tr>
<td></td>
<td>• Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</td>
</tr>
<tr>
<td></td>
<td>• Type of Contact: High Contact Services and Low Contact Services</td>
</tr>
<tr>
<td></td>
<td>• Sensitivity to Customers’ Reluctance to Change</td>
</tr>
<tr>
<td>2</td>
<td>Key Elements of Services Marketing Mix</td>
</tr>
<tr>
<td></td>
<td>• The Service Product, Pricing Mix, Promotion &amp; Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting</td>
</tr>
<tr>
<td></td>
<td>• Branding of Services – Problems and Solutions</td>
</tr>
<tr>
<td></td>
<td>• Options for Service Delivery</td>
</tr>
<tr>
<td>3</td>
<td>Managing Quality Aspects of Services Marketing</td>
</tr>
<tr>
<td></td>
<td>• Improving Service Quality and Productivity</td>
</tr>
<tr>
<td></td>
<td>• Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</td>
</tr>
<tr>
<td></td>
<td>• The SERVQUAL Model</td>
</tr>
<tr>
<td></td>
<td>• Defining Productivity – Improving Productivity</td>
</tr>
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<td>• Demand and Capacity Alignment</td>
</tr>
<tr>
<td>4</td>
<td>Marketing of Services</td>
</tr>
<tr>
<td></td>
<td>• International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</td>
</tr>
<tr>
<td></td>
<td>• Factors Favouring Transnational Strategy</td>
</tr>
<tr>
<td></td>
<td>• Elements of Transnational Strategy</td>
</tr>
<tr>
<td></td>
<td>• Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</td>
</tr>
<tr>
<td></td>
<td>• Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester V with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.9

E-Commerce and Digital Marketing

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to E-commerce</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>E-Business &amp; Applications</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</td>
<td>15</td>
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<tr>
<td>4</td>
<td>Digital Marketing</td>
<td>15</td>
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<td></td>
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Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand increasing significance of E-Commerce and its applications in Business and Various Sectors</td>
</tr>
<tr>
<td>2</td>
<td>To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business</td>
</tr>
<tr>
<td>3</td>
<td>To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction to E-commerce</td>
</tr>
<tr>
<td></td>
<td>• Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &amp; Limitations of E-Commerce, Traditional Commerce &amp; E-Commerce</td>
</tr>
<tr>
<td></td>
<td>• Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural &amp; Social</td>
</tr>
<tr>
<td></td>
<td>• Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce</td>
</tr>
<tr>
<td></td>
<td>• Impact of E-Commerce on Business, E-commerce in India</td>
</tr>
<tr>
<td></td>
<td>• Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</td>
</tr>
<tr>
<td></td>
<td>• Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce</td>
</tr>
<tr>
<td>2</td>
<td>E-Business &amp; Applications</td>
</tr>
<tr>
<td></td>
<td>• E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business</td>
</tr>
<tr>
<td></td>
<td>• Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td>3</td>
<td>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</td>
</tr>
<tr>
<td></td>
<td>• Issues Relating to Privacy and Security in E-Business</td>
</tr>
<tr>
<td></td>
<td>• Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</td>
</tr>
<tr>
<td></td>
<td>• Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</td>
</tr>
<tr>
<td></td>
<td>• Types of Transaction Security</td>
</tr>
<tr>
<td></td>
<td>• E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>4</td>
<td>Digital Marketing</td>
</tr>
</tbody>
</table>

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Digital Marketing on various Social Media platforms.
- Online Advertisement, Online Marketing Research, Online PR
- Web Analytics
- Promoting Web Traffic
- Latest developments and Strategies in Digital Marketing.
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.10
Sales and Distribution Management

*Modules at a Glance*

<table>
<thead>
<tr>
<th>No.</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Market Analysis and Selling</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Distribution Channel Management</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Performance Evaluation, Ethics and Trends</td>
<td>15</td>
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<td></td>
<td><strong>Total</strong></td>
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</table>

*Objectives*

<table>
<thead>
<tr>
<th>No.</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To develop understanding of the sales &amp; distribution processes in organizations</td>
</tr>
<tr>
<td>2</td>
<td>To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel management</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
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<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction</td>
</tr>
<tr>
<td></td>
<td>a) Sales Management:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Role of Sales Department, Evolution of Sales Management</td>
</tr>
<tr>
<td></td>
<td>• Interface of Sales with Other Management Functions</td>
</tr>
<tr>
<td></td>
<td>• Qualities of a Sales Manager</td>
</tr>
<tr>
<td></td>
<td>• Sales Management: Meaning, Developments in Sales Management - Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.</td>
</tr>
<tr>
<td></td>
<td>• Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure</td>
</tr>
<tr>
<td></td>
<td>b) Distribution Management:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</td>
</tr>
<tr>
<td></td>
<td>c) Integration of Marketing, Sales and Distribution</td>
</tr>
<tr>
<td>2</td>
<td>Market Analysis and Selling</td>
</tr>
<tr>
<td></td>
<td>a) Market Analysis:</td>
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<tr>
<td></td>
<td>• Market Analysis and Sales Forecasting, Methods of Sales Forecasting</td>
</tr>
<tr>
<td></td>
<td>• Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota</td>
</tr>
<tr>
<td></td>
<td>• Factors Determining Fixation of Sales Quota</td>
</tr>
<tr>
<td></td>
<td>• Assigning Territories to Salespeople</td>
</tr>
<tr>
<td></td>
<td>b) Selling:</td>
</tr>
<tr>
<td></td>
<td>• Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing</td>
</tr>
<tr>
<td></td>
<td>• Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory</td>
</tr>
<tr>
<td></td>
<td>• Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill</td>
</tr>
<tr>
<td></td>
<td>• Difference Between Consumer Selling and Organizational Selling</td>
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<td>• Difference Between National Selling and International Selling</td>
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</tbody>
</table>
### Distribution Channel Management

- 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

### Performance Evaluation, Ethics and Trends

#### 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

#### b) Measuring Distribution Channel Performance:
- Evaluating Channels- Effectiveness, Efficiency and Equity
- Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit

#### c) Ethics in Sales Management

#### d) New Trends in Sales and Distribution Management
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.11
Customer Relationship Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to Customer Relationship Management</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>CRM Marketing Initiatives, Customer Service and Data Management</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>CRM Strategy, Planning, Implementation and Evaluation</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>CRM New Horizons</td>
<td>15</td>
</tr>
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<td></td>
<td><strong>Total</strong></td>
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Objectives

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<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand concept of Customer Relationship Management (CRM) and</td>
</tr>
<tr>
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<td>implementation of Customer Relationship Management</td>
</tr>
<tr>
<td>2</td>
<td>To provide insight into CRM marketing initiatives, customer service and</td>
</tr>
<tr>
<td></td>
<td>designing CRM strategy</td>
</tr>
<tr>
<td>3</td>
<td>To understand new trends in CRM, challenges and opportunities for</td>
</tr>
<tr>
<td></td>
<td>organizations</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
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<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>1</strong></td>
<td><strong>Introduction to Customer Relationship Management</strong></td>
</tr>
<tr>
<td></td>
<td>• Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</td>
</tr>
<tr>
<td></td>
<td>• Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM</td>
</tr>
<tr>
<td></td>
<td>• Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td><strong>CRM Marketing Initiatives, Customer Service and Data Management</strong></td>
</tr>
<tr>
<td></td>
<td>• CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</td>
</tr>
<tr>
<td></td>
<td>• CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management</td>
</tr>
<tr>
<td></td>
<td>• CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td><strong>CRM Strategy, Planning, Implementation and Evaluation</strong></td>
</tr>
<tr>
<td></td>
<td>• Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</td>
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<tr>
<td></td>
<td>• Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management</td>
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<td>4</td>
<td>CRM New Horizons</td>
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<td>- e-CRM: Concept, Different Levels of E-CRM, Privacy in E-CRM:</td>
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<tr>
<td></td>
<td>- Software App for Customer Service:</td>
</tr>
<tr>
<td></td>
<td>- Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service,</td>
</tr>
<tr>
<td></td>
<td>- Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound</td>
</tr>
<tr>
<td></td>
<td>- Communication Management, Queuing and Routing, Scheduling</td>
</tr>
<tr>
<td></td>
<td>- Social Networking and CRM</td>
</tr>
<tr>
<td></td>
<td>- Mobile-CRM</td>
</tr>
<tr>
<td></td>
<td>- CRM Trends, Challenges and Opportunities</td>
</tr>
<tr>
<td></td>
<td>- Ethical Issues in CRM</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.12
Finance for HR Professionals and
Compensation Management

*Modules at a Glance*

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Compensation Plans and HR Professionals</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Incentives and Wages</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Compensation to Special Groups and Recent Trends</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Legal and Ethical issues in Compensation</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

*Objectives*

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To orient HR professionals with financial concepts to enable them to make prudent HR decisions</td>
</tr>
<tr>
<td>2</td>
<td>To understand the various compensation plans</td>
</tr>
<tr>
<td>3</td>
<td>To study the issues related to compensation management and understand the legal framework of compensation management</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| 1  | **Compensation Plans and HR Professionals**  
  - 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  
| 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.  
  - Human Resource Accounting – Meaning, Features, Objectives and Methods  
| 4  | **Legal and Ethical issues in Compensation**  
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.13

Strategic Human Resource Management and HR Policies

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SHRM - An Overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>HR Strategies</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>HR Policies</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Recent Trends in SHRM</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand human resource management from a strategic perspective</td>
</tr>
<tr>
<td>2</td>
<td>To link the HRM functions to corporate strategies in order to understand HR as a strategic resource</td>
</tr>
<tr>
<td>3</td>
<td>To understand the relationship between strategic human resource management and organizational performance</td>
</tr>
<tr>
<td>4</td>
<td>To apply the theories and concepts relevant to strategic human resource management in contemporary organizations</td>
</tr>
<tr>
<td>5</td>
<td>To understand the purpose and process of developing Human Resource Policies</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>SHRM - An Overview</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td></td>
<td>• HR Environment – Environmental trends and HR Challenges</td>
</tr>
<tr>
<td></td>
<td>• Linking SHRM and Business Performance</td>
</tr>
<tr>
<td>2</td>
<td>HR Strategies</td>
</tr>
<tr>
<td>3</td>
<td>HR Policies</td>
</tr>
<tr>
<td>4</td>
<td>Recent Trends in SHRM</td>
</tr>
<tr>
<td></td>
<td>• i.e. Mentoring</td>
</tr>
<tr>
<td></td>
<td>• Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</td>
</tr>
<tr>
<td></td>
<td>• Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model</td>
</tr>
<tr>
<td></td>
<td>• Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions.</td>
</tr>
<tr>
<td></td>
<td>• Human Capital Management – Meaning and Role</td>
</tr>
<tr>
<td></td>
<td>• New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment</td>
</tr>
<tr>
<td></td>
<td>• Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester V
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.14
Performance Management and Career Planning

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Performance Management – An Overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Performance Management Process</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Ethics, Under Performance and Key Issues in Performance Management</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Career Planning and Development</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand the concept of performance management in organizations</td>
</tr>
<tr>
<td>2</td>
<td>To review performance appraisal systems</td>
</tr>
<tr>
<td>3</td>
<td>To understand the significance of career planning and practices</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Performance Management – An Overview</td>
</tr>
<tr>
<td></td>
<td>• Role of Technology in Performance Management</td>
</tr>
<tr>
<td>2</td>
<td>Performance Management Process</td>
</tr>
<tr>
<td></td>
<td>• Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking</td>
</tr>
<tr>
<td></td>
<td>• Performance Managing – Meaning, Objectives, Process</td>
</tr>
<tr>
<td></td>
<td>• Performance Monitoring – Meaning, Objectives and Process</td>
</tr>
<tr>
<td></td>
<td>• Performance Management Implementation – Strategies for Effective Implementation of Performance Management</td>
</tr>
<tr>
<td></td>
<td>• Linking Performance Management to Compensation</td>
</tr>
<tr>
<td></td>
<td>• Concept of High Performance Teams</td>
</tr>
<tr>
<td>3</td>
<td>Ethics, Under Performance and Key Issues in Performance Management</td>
</tr>
<tr>
<td></td>
<td>• Under Performers and Approaches to Manage Under Performers, Retraining</td>
</tr>
<tr>
<td></td>
<td>• Key Issues and Challenges in Performance Management</td>
</tr>
<tr>
<td></td>
<td>• Potential Appraisal: Steps, Advantages and Limitations.</td>
</tr>
<tr>
<td></td>
<td>• Pay Criteria – Performance related pay, Competence related pay, Team based pay, Contribution related pay.</td>
</tr>
<tr>
<td>4</td>
<td>Career Planning and Development</td>
</tr>
<tr>
<td></td>
<td>• Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives</td>
</tr>
<tr>
<td></td>
<td>• Role of Technology in Career Planning and Development</td>
</tr>
<tr>
<td></td>
<td>• Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model</td>
</tr>
<tr>
<td></td>
<td>• New Organizational Structures and Changing Career Patterns</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester V  
with effect from the Academic Year 2016-2017

Course Code: UBMSFSV.15
Industrial Relations

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Industrial Relations- An overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Industrial Disputes</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Trade Unions and Collective Bargaining</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Industrial Relations Related Laws in India</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
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Objectives

<table>
<thead>
<tr>
<th>SN</th>
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<tbody>
<tr>
<td>1</td>
<td>To understand the concept of performance management in organizations</td>
</tr>
<tr>
<td>2</td>
<td>To review performance appraisal systems</td>
</tr>
<tr>
<td>3</td>
<td>To understand the significance of career planning and practices</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Industrial Relations- An overview</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial Relations, Issues and Challenges of industrial relations in India</td>
</tr>
<tr>
<td>2</td>
<td>Industrial Disputes</td>
</tr>
<tr>
<td></td>
<td>a) Industrial Disputes:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc)</td>
</tr>
<tr>
<td></td>
<td>• Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment</td>
</tr>
<tr>
<td></td>
<td>b) Employee Discipline:</td>
</tr>
<tr>
<td></td>
<td>c) Grievance Handling:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India.</td>
</tr>
<tr>
<td></td>
<td>d) Workers' Participation in Management:</td>
</tr>
<tr>
<td></td>
<td>• Meaning and Types with Respect to India</td>
</tr>
<tr>
<td>3</td>
<td>Trade Unions and Collective Bargaining</td>
</tr>
<tr>
<td></td>
<td>a) Trade Unions:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Rights and Privileges of Registered Trade Unions, Impact of Globalisation on Trade Unions in India, Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS,UTUC, Problems of Trade Unions in India.</td>
</tr>
<tr>
<td></td>
<td>b) Collective Bargaining:</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td><strong>Industrial Relations Related Laws in India</strong></td>
</tr>
<tr>
<td></td>
<td>• Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal</td>
</tr>
<tr>
<td></td>
<td>• The Trade Unions Act, 1926;</td>
</tr>
<tr>
<td></td>
<td>• The Industrial Employment (Standing Orders) Act, 1946;</td>
</tr>
<tr>
<td></td>
<td>• The Industrial Disputes Act, 1947;</td>
</tr>
<tr>
<td></td>
<td>• The Factories' Act, 1948</td>
</tr>
<tr>
<td></td>
<td>• The Minimum Wages Act, 1948</td>
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Revised Syllabus of Courses of Bachelor of Management Studies Programme at Semester VI

<table>
<thead>
<tr>
<th>SN</th>
<th>Course Code</th>
<th>Title of the Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UBMSFSVI.1</td>
<td>Operation Research</td>
</tr>
<tr>
<td>2</td>
<td>UBMSFSVI.2</td>
<td>Indian Ethos in Management</td>
</tr>
<tr>
<td>3</td>
<td>UBMSFSVI.3</td>
<td>Corporate Communication and Public Relations</td>
</tr>
</tbody>
</table>

Any one Elective Group to be selected by the learned

**Group A : Finance Group - Electives**

| 1  | UBMSFSVI.4   | Risk Management                             |
| 2  | UBMSFSVI.5   | International Finance                       |
| 3  | UBMSFSVI.6   | Innovative Financial Services               |
| 4  | UBMSFSVI.7   | Project Management                          |

**Group B : Marketing Group - Electives**

| 1  | UBMSFSVI.8   | Brand Management                            |
| 2  | UBMSFSVI.9   | Retail Management                           |
| 3  | UBMSFSVI.10  | International Marketing                     |
| 4  | UBMSFSVI.11  | Media Planning and Management               |

**Group C : Human Resource Group - Electives**

| 1  | UBMSFSVI.12  | HRM in Global Perspective                   |
| 2  | UBMSFSVI.13  | Organizational Development                  |
| 3  | UBMSFSVI.14  | HRM In Service Sector Management            |
| 4  | UBMSFSVI.15  | Human Resource Planning and Information System |

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

Course Code: UBMSFSVI.1

Operation Research

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Operations Research and Linear Programming</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Assignment and Transportation Models</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Network Analysis</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Decision Theory, Sequencing and Theory of Games</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To help students to understand operations research methodologies</td>
</tr>
<tr>
<td>2</td>
<td>To help students to solve various problems practically</td>
</tr>
<tr>
<td>3</td>
<td>To make students proficient in case analysis and interpretation</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction to Operations Research and Linear Programming</td>
</tr>
<tr>
<td></td>
<td>a) <strong>Introduction To Operations Research</strong></td>
</tr>
<tr>
<td></td>
<td>• Operations Research - Definition, Characteristics of OR, Models, OR Techniques, Areas of Application, Limitations of OR.</td>
</tr>
<tr>
<td></td>
<td>b) <strong>Linear Programming Problems: Introduction and Formulation</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Linear Programming</td>
</tr>
<tr>
<td></td>
<td>• Applications of LP</td>
</tr>
<tr>
<td></td>
<td>• Components of LP</td>
</tr>
<tr>
<td></td>
<td>• Requirements for Formulation of LP Problem</td>
</tr>
<tr>
<td></td>
<td>• Assumptions Underlying Linear Programming</td>
</tr>
<tr>
<td></td>
<td>• Steps in Solving LP Problems</td>
</tr>
<tr>
<td></td>
<td>• LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</td>
</tr>
<tr>
<td></td>
<td>c) <strong>Linear Programming Problems: Graphical Method</strong></td>
</tr>
<tr>
<td></td>
<td>• Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z)</td>
</tr>
<tr>
<td></td>
<td>• Two Decision Variables and Maximum Three Constraints Problem</td>
</tr>
<tr>
<td></td>
<td>• Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.</td>
</tr>
<tr>
<td></td>
<td>• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</td>
</tr>
<tr>
<td></td>
<td>d) <strong>Linear Programming Problems: Simplex Method</strong></td>
</tr>
<tr>
<td></td>
<td>• Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z)</td>
</tr>
<tr>
<td></td>
<td>• Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)</td>
</tr>
<tr>
<td></td>
<td>• All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
</tbody>
</table>

**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.
<table>
<thead>
<tr>
<th>SN</th>
<th>Modules/ Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Assignment and Transportation Models</td>
</tr>
</tbody>
</table>

**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 $\Delta$)
- **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. Not to be included in Numerical.
<table>
<thead>
<tr>
<th>SN</th>
<th>Modules/ Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Network Analysis</td>
</tr>
</tbody>
</table>

**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 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.
- Costs involved in Project Crashing: Direct, Indirect, Penalty and Total Costs.
- Time – Cost Trade off in Project Crashing.
- Optimal (Minimum) Project Cost and Optimal Project Completion Time.
- Process of Project Crashing.
- Numerical Consisting of Maximum Ten (10) Activities.
- Numerical based on Maximum Four (04) Iterations of Crashing

**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 tevalues of all Activities.
- Mean (Expected) Project Completion Time.
- Standard Deviation and Variance of Activities.
- Project Variance and Project Standard Deviation.
- Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique.
- Meaning, Objectives, Importance, Scope, RORO/LASH
<table>
<thead>
<tr>
<th>SN</th>
<th>Modules/ Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Decision Theory, Sequencing and Theory of Games</td>
</tr>
<tr>
<td></td>
<td>a) Decision Theory</td>
</tr>
<tr>
<td></td>
<td>• Decision Environments – Risk &amp; Uncertainty. Payoff Table, Regret Table</td>
</tr>
<tr>
<td></td>
<td>• Decision Making under Uncertainty</td>
</tr>
<tr>
<td></td>
<td>▪ Maximin &amp; Maximax Criteria</td>
</tr>
<tr>
<td></td>
<td>▪ Minimax Regret Criterion</td>
</tr>
<tr>
<td></td>
<td>▪ Laplace Criterion</td>
</tr>
<tr>
<td></td>
<td>▪ Hurwicz Criterion</td>
</tr>
<tr>
<td></td>
<td>▪ Expected Monetary Value Criterion.</td>
</tr>
<tr>
<td></td>
<td>▪ Expected Value of Perfect Information (E.V.P.I)</td>
</tr>
<tr>
<td></td>
<td>▪ Expected Opportunity Loss (E.O.L).</td>
</tr>
<tr>
<td></td>
<td>b) Job Sequencing Problem</td>
</tr>
<tr>
<td></td>
<td>• Processing Maximum 9 Jobs through Two Machines only.</td>
</tr>
<tr>
<td></td>
<td>• Processing Maximum 6 Jobs through Three Machines only.</td>
</tr>
<tr>
<td></td>
<td>• Calculations of Idle Time, Elapsed Time etc.</td>
</tr>
<tr>
<td></td>
<td>c) Theory of Games</td>
</tr>
<tr>
<td></td>
<td>• Introduction</td>
</tr>
<tr>
<td></td>
<td>• Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</td>
</tr>
<tr>
<td></td>
<td>• Types of Games.</td>
</tr>
<tr>
<td></td>
<td>• Numericals based on:</td>
</tr>
<tr>
<td></td>
<td>▪ Two Person Zero Sum Games</td>
</tr>
<tr>
<td></td>
<td>- Pure Strategy Games (Saddle Point available)</td>
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</tbody>
</table>
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.2
Indian Ethos in Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Indian Ethos – An Overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Work Ethos and Values</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Stress Management</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Indian Systems of Learning</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>60</td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand the concept of Indian Ethos in Management</td>
</tr>
<tr>
<td>2</td>
<td>To link the Traditional Management System to Modern Management System</td>
</tr>
<tr>
<td>3</td>
<td>To understand the Techniques of Stress Management</td>
</tr>
<tr>
<td>4</td>
<td>To understand the Evolution of Learning Systems in India</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Indian Ethos – An Overview</td>
</tr>
<tr>
<td></td>
<td>a) Indian Ethos</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices</td>
</tr>
<tr>
<td></td>
<td>b) Management Lessons from Scriptures:</td>
</tr>
<tr>
<td></td>
<td>• Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya’s Arthashastra</td>
</tr>
<tr>
<td></td>
<td>Indian Heritage in Business, Management, Production and Consumption.</td>
</tr>
<tr>
<td></td>
<td>Ethics v/s Ethos</td>
</tr>
<tr>
<td></td>
<td>Indian Management v/s Western Management</td>
</tr>
<tr>
<td>2</td>
<td>Work Ethos and Values</td>
</tr>
<tr>
<td></td>
<td>a) Work Ethos:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos</td>
</tr>
<tr>
<td></td>
<td>b) Values:</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td>3</td>
<td>Stress Management</td>
</tr>
<tr>
<td></td>
<td>a) Stress Management:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress</td>
</tr>
<tr>
<td></td>
<td>b) Stress Management Techniques:</td>
</tr>
<tr>
<td></td>
<td>• Meditation: Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance</td>
</tr>
<tr>
<td></td>
<td>c) Leadership:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta</td>
</tr>
<tr>
<td></td>
<td>d) Motivation:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Indian Approach to Motivation, Techniques</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Indian Systems of Learning</td>
</tr>
</tbody>
</table>

a) **Learning: Meaning, Mechanisms**
   - Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages
   - Modern System of Learning: Meanings, Features, Advantages, Disadvantages
   - Karma: Meaning, Importance of Karma to Managers, Nishkama Karma
   - Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma
   - Self-Management: Personal growth and Lessons from Ancient Indian Education System
   - Personality Development: Meaning, Determinants, Indian Ethos and Personality Development
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.3

Corporate Communication and Public Relations

**Modules at a Glance**

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foundation of Corporate Communication</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Understanding Public Relations</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Functions of Corporate Communication and Public Relations</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Emerging Technology in Corporate Communication and Public Relations</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

**Objectives**

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To provide the students with basic understanding of the concepts of corporate communication and public relations</td>
</tr>
<tr>
<td>2</td>
<td>To introduce the various elements of corporate communication and consider their roles in managing organizations</td>
</tr>
<tr>
<td>3</td>
<td>To examine how various elements of corporate communication must be coordinated to communicate effectively</td>
</tr>
<tr>
<td>4</td>
<td>To develop critical understanding of the different practices associated with corporate communication</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Foundation of Corporate Communication</td>
</tr>
</tbody>
</table>
|    | a) Corporate Communication: Scope and Relevance  
|    | • Introduction, Meaning, Scope, Corporate Communication in India, Need/Relevance of Corporate Communication in Contemporary Scenario  
|    | 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  
|    | 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 |
| 2  | Understanding Public Relations |
|    | a) Fundamental of Public Relations:  
|    | • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business  
|    | b) Emergence of Public Relations:  
|    | • Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations  
|    | c) Public Relations Environment:  
|    | • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues  
|    | d) Theories used in Public Relations:  
|    | • Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory |
| 3  | Functions of Corporate Communication and Public Relations |
|    | 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 of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications  
|    | c) Crisis Communication:  
|    | • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building  
|    | d) Financial Communication:  
<p>|    | • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising |</p>
<table>
<thead>
<tr>
<th>SN</th>
<th>Modules/ Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td><strong>Emerging Technology in Corporate Communication and Public Relations</strong></td>
</tr>
<tr>
<td></td>
<td><strong>a) Contribution of Technology to Corporate Communication</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction, Today’s Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)</td>
</tr>
<tr>
<td></td>
<td><strong>b) Information Technology in Corporate Communication</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation</td>
</tr>
<tr>
<td></td>
<td><strong>c) Corporate Blogging</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.4
Risk Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction, Risk Measurement and Control</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Risk Avoidance and ERM</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Risk Governance and Assurance</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Risk Management in Insurance</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To familiarize the student with the fundamental aspects of risk management and control</td>
</tr>
<tr>
<td>2</td>
<td>To give a comprehensive overview of risk governance and assurance with special reference to insurance sector</td>
</tr>
<tr>
<td>3</td>
<td>To introduce the basic concepts, functions, process, techniques of risk management</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td><strong>Foundation of Corporate Communication</strong></td>
</tr>
<tr>
<td></td>
<td>a) <strong>Foundation of Corporate Communication</strong></td>
</tr>
<tr>
<td></td>
<td>• Definition, Risk Process, Risk Organization, Key Risks – Interest, Market, Credit, Currency, Liquidity, Legal, Operational</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td>2</td>
<td><strong>Understanding Public Relations</strong></td>
</tr>
<tr>
<td></td>
<td>a) <strong>Risk Hedging Instruments and Mechanism:</strong></td>
</tr>
<tr>
<td></td>
<td>• Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation</td>
</tr>
<tr>
<td></td>
<td>b) <strong>Enterprise Risk Management:</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>Functions of Corporate Communication and Public Relations</strong></td>
</tr>
<tr>
<td></td>
<td>a) <strong>Risk Governance:</strong></td>
</tr>
<tr>
<td></td>
<td>• Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance</td>
</tr>
<tr>
<td></td>
<td>b) <strong>Risk Assurance:</strong></td>
</tr>
<tr>
<td></td>
<td>• Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk</td>
</tr>
<tr>
<td></td>
<td>c) <strong>Risk and Stakeholders Expectations:</strong></td>
</tr>
<tr>
<td></td>
<td>• Identifying the Range of Stakeholders and Responding to Stakeholders Expectations</td>
</tr>
<tr>
<td>4</td>
<td><strong>Risk Management in Insurance</strong></td>
</tr>
<tr>
<td></td>
<td>a) <strong>Insurance Industry:</strong></td>
</tr>
<tr>
<td></td>
<td>• Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary</td>
</tr>
<tr>
<td></td>
<td>b) <strong>Players of Insurance Business:</strong></td>
</tr>
<tr>
<td></td>
<td>• Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification</td>
</tr>
<tr>
<td></td>
<td>c) <strong>Claim Management:</strong></td>
</tr>
<tr>
<td></td>
<td>• General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor</td>
</tr>
</tbody>
</table>
Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

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

Course Code: UBMSFSVI.5
International Finance

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fundamentals of International Finance</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Foreign Exchange Markets, Exchange Rate Determination &amp; Currency Derivatives</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>World Financial Markets &amp; Institutions &amp; Risks</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Foreign Exchange Risk, Appraisal &amp; Tax Management</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance</td>
</tr>
<tr>
<td>2</td>
<td>The course aims to give a comprehensive overview of International Finance as a separate area in International Business</td>
</tr>
<tr>
<td>3</td>
<td>To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td><strong>Fundamentals of International Finance</strong></td>
</tr>
<tr>
<td></td>
<td>a) <strong>Introduction to International Finance:</strong></td>
</tr>
<tr>
<td></td>
<td>• Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</td>
</tr>
<tr>
<td></td>
<td>b) <strong>Balance of Payment:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity</td>
</tr>
<tr>
<td></td>
<td>• Indian Heritage in Business, Management, Production and Consumption.</td>
</tr>
<tr>
<td></td>
<td>c) <strong>International Monetary Systems:</strong></td>
</tr>
<tr>
<td></td>
<td>d) <strong>An introduction to Exchange Rates:</strong></td>
</tr>
<tr>
<td></td>
<td>• Foreign Bank Note Market, Spot Foreign Exchange Market</td>
</tr>
<tr>
<td></td>
<td>• Exchange Rate Quotations</td>
</tr>
<tr>
<td></td>
<td>• Direct &amp; Indirect Rates</td>
</tr>
<tr>
<td></td>
<td>• Cross Currency Rates</td>
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<tr>
<td></td>
<td>• Spread &amp; Spread %</td>
</tr>
<tr>
<td></td>
<td>• Factors Affecting Exchange Rates</td>
</tr>
<tr>
<td>2</td>
<td><strong>Foreign Exchange Markets, Exchange Rate Determination &amp; Currency Derivatives</strong></td>
</tr>
<tr>
<td></td>
<td>a) <strong>Foreign Exchange Markets:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions &amp; Settlement Date, Exchange Rate Quotations &amp; Arbitrage, Forward Quotations (Annualized Forward Margin)</td>
</tr>
<tr>
<td></td>
<td>b) <strong>International Parity Relationships &amp; Foreign Exchange Rate:</strong></td>
</tr>
<tr>
<td></td>
<td>c) <strong>Currency &amp; Interest Rate Futures:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Currency Options (Option on Spot, Futures &amp; Futures Style Options), Futures Contracts, Markets &amp; the Trading Process, Hedging &amp; Speculation with Interest Rate Futures, Currency Options in India</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
</tr>
<tr>
<td>3</td>
<td>World Financial Markets &amp; Institutions &amp; Risks</td>
</tr>
<tr>
<td></td>
<td>a) Euro Currency Bond Markets:</td>
</tr>
<tr>
<td></td>
<td>• Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control &amp; Regulation of Euro Bond Market</td>
</tr>
<tr>
<td></td>
<td>b) International Equity Markets &amp; Investments:</td>
</tr>
<tr>
<td></td>
<td>• Introduction to International Equity Market, International Equity Market Benchmarks, Risk &amp; Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR,GDR,ISR</td>
</tr>
<tr>
<td></td>
<td>c) International Foreign Exchange Markets:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope &amp; Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</td>
</tr>
<tr>
<td></td>
<td>d) International Capital Budgeting:</td>
</tr>
<tr>
<td>4</td>
<td>Foreign Exchange Risk, Appraisal &amp; Tax Management</td>
</tr>
<tr>
<td></td>
<td>a) Foreign Exchange Risk Management:</td>
</tr>
<tr>
<td></td>
<td>• Introduction to Foreign Exchange Risk Management, Types of Risk, Trade &amp; Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage &amp; Speculation</td>
</tr>
<tr>
<td></td>
<td>b) International Tax Environment:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</td>
</tr>
<tr>
<td></td>
<td>c) International Project Appraisal:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal</td>
</tr>
</tbody>
</table>
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.6

Innovative Financial Services

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Traditional Financial Services</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Issue Management and Securitization</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Financial Services and its Mechanism</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Consumer Finance and Credit Rating</td>
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<td><strong>Total</strong></td>
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Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>1</td>
<td>To familiarize the learners with the fundamental aspects of various issues associated with various Financial Services</td>
</tr>
<tr>
<td>2</td>
<td>To give a comprehensive overview of emerging financial services in the light of globalization</td>
</tr>
<tr>
<td>3</td>
<td>To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of financial services</td>
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<tr>
<td>SN</td>
<td>Modules/ Units</td>
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</tr>
<tr>
<td>1</td>
<td>Introduction to Traditional Financial Services</td>
</tr>
<tr>
<td></td>
<td><strong>a) Financial Services:</strong></td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td></td>
<td><strong>b) Factoring and Forfaiting:</strong></td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td><strong>c) Bill Discounting:</strong></td>
</tr>
<tr>
<td>2</td>
<td>Issue Management and Securitization</td>
</tr>
<tr>
<td></td>
<td><strong>a) Issue Management and Intermediaries:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</td>
</tr>
<tr>
<td></td>
<td><strong>b) Stock Broking:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading</td>
</tr>
<tr>
<td></td>
<td><strong>c) Securitization:</strong></td>
</tr>
<tr>
<td></td>
<td>• Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization</td>
</tr>
<tr>
<td>3</td>
<td>Financial Services and its Mechanism</td>
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<tr>
<td></td>
<td><strong>a) Lease and Hire-Purchase:</strong></td>
</tr>
<tr>
<td></td>
<td>• Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing.</td>
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<tr>
<td></td>
<td><strong>b) Housing Finance:</strong></td>
</tr>
<tr>
<td></td>
<td>• 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</td>
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<tr>
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<td>Modules/ Units</td>
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</table>
|    | c) Venture Capital:  
Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario |
| 4  | Consumer Finance and Credit Rating |
|    | a) Consumer Finance:  
- Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance |
|    | b) 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 |
|    | 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 |
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.7
Project Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to Traditional Financial Services</td>
<td>15</td>
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<td><strong>Total</strong></td>
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Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>1</td>
<td>The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management</td>
</tr>
<tr>
<td>2</td>
<td>To give a comprehensive overview of Project Management as a separate area of Management</td>
</tr>
<tr>
<td>3</td>
<td>To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management</td>
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<td>SN</td>
<td>Modules/ Units</td>
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</tr>
<tr>
<td>1</td>
<td>Introduction to Project Management &amp; Project Initiation</td>
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<tr>
<td></td>
<td>a) Introduction to Project Management:</td>
</tr>
<tr>
<td></td>
<td>• Meaning/Definition of Project &amp; Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</td>
</tr>
<tr>
<td></td>
<td>b) Organizational Structure (Project Organization):</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
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<tr>
<td></td>
<td>c) Project Initiation:</td>
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<tr>
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<td>• Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection</td>
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<td>• 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</td>
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<td></td>
<td>• Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling</td>
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<tr>
<td>2</td>
<td>Analyzing Project Feasibility</td>
</tr>
<tr>
<td></td>
<td>a) Project Feasibility Analysis:</td>
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<tr>
<td></td>
<td>• Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility</td>
</tr>
<tr>
<td></td>
<td>• Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility</td>
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<tr>
<td></td>
<td>• SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis)</td>
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<td>b) Market Analysis:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</td>
</tr>
<tr>
<td></td>
<td>c) Technical Analysis:</td>
</tr>
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<td></td>
<td>d) Operational Analysis:</td>
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<td>SN</td>
<td>Modules/ Units</td>
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</tr>
<tr>
<td>3</td>
<td><strong>Budgeting, Cost &amp; Risk Estimation in Project Management</strong></td>
</tr>
<tr>
<td></td>
<td><strong>a) Funds Estimation in Project:</strong></td>
</tr>
<tr>
<td></td>
<td>• Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets &amp; Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</td>
</tr>
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<td></td>
<td><strong>b) Risk Management in Projects:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>c) Cost Benefit Analysis in Projects</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</td>
</tr>
<tr>
<td>4</td>
<td><strong>New Dimensions in Project Management</strong></td>
</tr>
<tr>
<td></td>
<td><strong>a) Modern Development in Project Management:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</td>
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<tr>
<td></td>
<td><strong>b) Project Monitoring &amp; Controlling:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>c) Project Termination &amp; Solving Project Management Problems:</strong></td>
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</table>
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.8
Brand Management

**Modules at a Glance**

<table>
<thead>
<tr>
<th>SN</th>
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<th>No. of Lectures</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to Brand Management</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Planning and Implementing Brand Marketing Programs</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Measuring and Interpreting Brand Performance</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Growing and Sustaining Brand Equity</td>
<td>15</td>
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<td><strong>Total</strong></td>
<td><strong>60</strong></td>
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**Objectives**

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<thead>
<tr>
<th>SN</th>
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<tbody>
<tr>
<td>1</td>
<td>To understand the meaning and significance of Brand Management</td>
</tr>
<tr>
<td>2</td>
<td>To Know how to build, sustain and grow brands</td>
</tr>
<tr>
<td>3</td>
<td>To know the various sources of brand equity</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
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<td>----------------</td>
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<tr>
<td>1</td>
<td>Introduction to Brand Management</td>
</tr>
</tbody>
</table>
|    | **a)** 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 |
| 2  | Planning and Implementing Brand Marketing Programs |
|    | **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, Permission Marketing  
|    | • Product Strategy: Perceived Quality and Relationship Marketing  
|    | • Pricing Strategy: Setting Prices to Build Brand Equity  
|    | • Channel Strategy: Direct, Indirect Channels  
|    | • Promotion Strategy: Developing Integrated Marketing Communication Programs  
|    | • Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. |
| 3  | Measuring and Interpreting Brand Performance |
|    | **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)** Measuring Outcomes of Brand Equity  
|    | • **Comparative Methods**: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis  
<p>|    | • <strong>Holistic Methods</strong>: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand’s Brand Valuation Methodology |</p>
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<tr>
<th></th>
<th>Growing and Sustaining Brand Equity</th>
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<tbody>
<tr>
<td></td>
<td>a) Designing &amp; Implementing Branding Strategies:</td>
</tr>
<tr>
<td></td>
<td>• <strong>Brand Hierarchy</strong>: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels</td>
</tr>
<tr>
<td></td>
<td>• <strong>Cause Marketing to Build Brand Equity</strong>: Meaning of Cause Marketing, Advantages, Green Marketing</td>
</tr>
<tr>
<td></td>
<td>b) <strong>Brand Extensions</strong>:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</td>
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<tr>
<td></td>
<td>c) <strong>Managing Brands over Time</strong>:</td>
</tr>
<tr>
<td></td>
<td>• Reinforcing Brands, Revitalising Brands</td>
</tr>
<tr>
<td></td>
<td>d) <strong>Building Global Customer Based Brand Equity</strong></td>
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</table>
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.9
Retail Management

Modules at a Glance

<table>
<thead>
<tr>
<th>SN</th>
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<tbody>
<tr>
<td>1</td>
<td>Retail Management- An overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Retail Consumer and Retail Strategy</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Merchandise Management and Pricing</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Managing and Sustaining Retail</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Objectives

<table>
<thead>
<tr>
<th>SN</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To familiarize the students with retail management concepts and operations</td>
</tr>
<tr>
<td>2</td>
<td>To provide understanding of retail management and types of retailers</td>
</tr>
<tr>
<td>3</td>
<td>To develop an understanding of retail management terminology including merchandize management, store management and retail strategy.</td>
</tr>
<tr>
<td>4</td>
<td>To acquaint the students with legal and ethical aspects of retail management</td>
</tr>
<tr>
<td>5</td>
<td>To create awareness about emerging trends in retail management</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
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<tr>
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<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>Retail Management- An overview</td>
</tr>
<tr>
<td></td>
<td>a) Retail Management:</td>
</tr>
<tr>
<td></td>
<td>• Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</td>
</tr>
<tr>
<td></td>
<td>b) Retail Formats:</td>
</tr>
<tr>
<td></td>
<td>• Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations</td>
</tr>
<tr>
<td></td>
<td>c) Emerging Trends in Retailing</td>
</tr>
<tr>
<td></td>
<td>• Impact of Globalization on Retailing</td>
</tr>
<tr>
<td></td>
<td>• I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</td>
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<tr>
<td></td>
<td>• FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</td>
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<td>• Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</td>
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<td></td>
<td>• Green Retailing</td>
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<td></td>
<td>• Airport Retailing</td>
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<tr>
<td>2</td>
<td>Retail Consumer and Retail Strategy</td>
</tr>
<tr>
<td></td>
<td>a) Retail Consumer/Shopper:</td>
</tr>
<tr>
<td></td>
<td>• Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</td>
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<td>b) CRM in Retail:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Objectives</td>
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<tr>
<td></td>
<td>• Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</td>
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<tr>
<td></td>
<td>c) Retail Strategy:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Steps in Developing Retail Strategy, Retail Value Chain</td>
</tr>
<tr>
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<td>d) Store Location Selection:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Types of Retail Locations, Factors Influencing Store Location</td>
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<tr>
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<td>e) HRM in Retail:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Significance, Functions</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
</tr>
<tr>
<td>SN</td>
<td>Modules/ Units</td>
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</tr>
<tr>
<td>3</td>
<td>Merchandise Management and Pricing</td>
</tr>
<tr>
<td></td>
<td>a) Merchandise Management</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
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<tr>
<td></td>
<td>b) Buying Function:</td>
</tr>
<tr>
<td></td>
<td>• 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</td>
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<tr>
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<td>c) Concept of Lifestyle Merchandising</td>
</tr>
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<td></td>
<td>d) Private Label</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Need and Importance, Private Labels in India</td>
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<tr>
<td></td>
<td>e) Retail Pricing</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Considerations in Setting Retail Pricing</td>
</tr>
<tr>
<td></td>
<td>• Pricing Strategies:</td>
</tr>
<tr>
<td></td>
<td>High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing</td>
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<tr>
<td></td>
<td>• Variable Pricing and Price Discrimination- Meaning</td>
</tr>
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<td>Types:</td>
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<tr>
<td></td>
<td>▪ Individualized Variable Pricing/First Degree Price</td>
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<td>▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing</td>
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<td>▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination</td>
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<tr>
<td>4</td>
<td>Managing and Sustaining Retail</td>
</tr>
<tr>
<td></td>
<td>a) Retail Store Operations:</td>
</tr>
<tr>
<td></td>
<td>• Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff)</td>
</tr>
<tr>
<td></td>
<td>b) Store Design and Layout:</td>
</tr>
<tr>
<td></td>
<td>• Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics</td>
</tr>
<tr>
<td></td>
<td>• Store Layout- Meaning, Types: Grid, Racetrack, Free Form</td>
</tr>
<tr>
<td></td>
<td>• Signage and Graphics: Meaning, Significance, Concept of Digital Signage</td>
</tr>
<tr>
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<td>• Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</td>
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</tbody>
</table>
| c) | **Visual Merchandising and Display:**  
   • Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising  
   • The Concept of Planogram  
   • Display- Meaning, Methods of Display, Errors in Creating Display  
| d) | **Mall Management**  
   • Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management  
| e) | **Legal and Ethical Aspects of Retailing**  
   • Licenses/Permissions Required to Start Retail Store in India  
   • Ethical Issues in Retailing  

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

Course Code: UBMSFSVI.10

International Marketing

*Modules at a Glance*

<table>
<thead>
<tr>
<th>SN</th>
<th>Modules</th>
<th>No. of Lectures</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to International Marketing &amp; Trade</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>International Marketing Environment and Marketing Research</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>International Marketing Mix</td>
<td>15</td>
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<tr>
<td>4</td>
<td>Developments in International Marketing</td>
<td>15</td>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
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</table>

*Objectives*

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<tr>
<th>SN</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>To understand International Marketing, its Advantages and Challenges.</td>
</tr>
<tr>
<td>2</td>
<td>To provide an insight on the dynamics of International Marketing Environment.</td>
</tr>
<tr>
<td>3</td>
<td>To understand the relevance of International Marketing Mix decisions and recent developments in Global Market</td>
</tr>
<tr>
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<td>Modules/ Units</td>
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<tr>
<td>1</td>
<td>Introduction to International Marketing &amp; Trade</td>
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<tr>
<td></td>
<td><strong>a) Introduction of International Marketing:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>b) Introduction to International Trade:</strong></td>
</tr>
<tr>
<td></td>
<td>• Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</td>
</tr>
<tr>
<td>2</td>
<td>International Marketing Environment and Marketing Research</td>
</tr>
<tr>
<td></td>
<td><strong>a) International Marketing Environment:</strong></td>
</tr>
<tr>
<td></td>
<td>• Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)</td>
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<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td>• 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)</td>
</tr>
<tr>
<td></td>
<td><strong>b) Marketing Research:</strong></td>
</tr>
<tr>
<td></td>
<td>• Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research</td>
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<tr>
<td>3</td>
<td>International Marketing Mix</td>
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<tr>
<td></td>
<td><strong>a) International Product Decision</strong></td>
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<td>Modules/ Units</td>
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</table>
| 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 Strategies: Skimming Pricing, Penetration Pricing, Predatory 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  
  - Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness  
  - Standardization V/S Adaptation of International Promotional Strategies  
  - International Promotional Tools/Elements |

### 4 Developments in International Marketing

| 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) | **International Marketing of Services**  
  - Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture |
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.11

Media Planning and Management

Modules at a Glance

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<tr>
<td>1</td>
<td>Overview of Media and Media Planning</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Media Mix &amp; Media Strategy</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Media Budgeting, Buying &amp; Scheduling</td>
<td>15</td>
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<td>4</td>
<td>Media Measurement, Evaluation</td>
<td>15</td>
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Objectives

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<tr>
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<tbody>
<tr>
<td>1</td>
<td>To understand Media Planning, Strategy and Management with reference to current business scenario.</td>
</tr>
<tr>
<td>2</td>
<td>To know the basic characteristics of all media to ensure most effective use of advertising budget.</td>
</tr>
<tr>
<td>3</td>
<td>To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.</td>
</tr>
<tr>
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<td>Modules/ Units</td>
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<tr>
<td>1</td>
<td><strong>Overview of Media and Media Planning</strong></td>
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<td>a) <strong>Overview of Media and Media Planning:</strong></td>
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<tr>
<td></td>
<td>• Meaning of Media &amp; Features of Media, Meaning of Media Planning, Scope of Media planning, Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning</td>
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<td></td>
<td>b) <strong>Media Research:</strong></td>
</tr>
<tr>
<td></td>
<td>• Meaning, Role and Importance</td>
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<td></td>
<td>• 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</td>
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<td>2</td>
<td><strong>Media Mix and Media Strategy</strong></td>
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<td>a) <strong>Media Mix:</strong></td>
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<tr>
<td></td>
<td>• 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</td>
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<td></td>
<td>b) <strong>Media Choices:</strong></td>
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<td>• <strong>Print Meaning</strong> - Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations</td>
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<td></td>
<td>• <strong>Television</strong> - Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations</td>
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<td>• <strong>Radio</strong> - Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations</td>
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<td>• <strong>Out of Home (OOH)</strong> - Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</td>
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<td>c) <strong>Emerging Media:</strong></td>
</tr>
<tr>
<td></td>
<td>• Online, Mobile, Gaming, In flight, In Store, Interactive Media</td>
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<td></td>
<td>d) <strong>Media Strategy:</strong></td>
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<tr>
<td></td>
<td>• Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components</td>
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<td>• Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</td>
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<td>Modules/ Units</td>
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<tr>
<td>3</td>
<td>Media Budgeting, Buying &amp; Scheduling</td>
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</table>

**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.
- 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.

**b) Media Buying:**
- Meaning, Role of Media Buyer, Objectives of Media Buying,
- Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback
- Criteria in Media Buying

**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
<table>
<thead>
<tr>
<th>SN</th>
<th>Modules/ Units</th>
</tr>
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<tbody>
<tr>
<td>4</td>
<td>Developments in International Marketing</td>
</tr>
</tbody>
</table>

a) Media Measurement:
- **Basic Metrics**: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach
- **Television Metrics**: Dairy v/s Peopelmeter, 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)

b) Benchmarking Metrics:
- Share, Profile, and Selectivity Index

c) Plan Metrics:
- Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).

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
- **Evaluating Print Media Buying**: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations.
- **Evaluating Other Media Buys**: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys
Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.12
HRM in Global Perspective

Modules at a Glance

<table>
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<tr>
<td>1</td>
<td>International HRM – An Overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Global HRM Functions</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Managing Expatriation and Repatriation</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>International HRM Trends and Challenges</td>
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<td></td>
<td><strong>Total</strong></td>
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Objectives

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<tbody>
<tr>
<td>1</td>
<td>To introduce the students to the study and practice of IHRM</td>
</tr>
<tr>
<td>2</td>
<td>To understand the concepts, theoretical framework and issues of HRM in Global Perspective</td>
</tr>
<tr>
<td>3</td>
<td>To get insights of the concepts of Expatriates and Repatriates</td>
</tr>
<tr>
<td>4</td>
<td>To find out the impact of cross culture on Human Resource Management</td>
</tr>
<tr>
<td>5</td>
<td>To provide information about Global Workforce Management</td>
</tr>
<tr>
<td>6</td>
<td>To study International HRM Trends and Challenges</td>
</tr>
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<td>Modules/ Units</td>
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</tr>
<tr>
<td>1</td>
<td>International HRM – An Overview</td>
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<td>a) International HRM – An Overview:</td>
</tr>
<tr>
<td></td>
<td>- International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions</td>
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<tr>
<td></td>
<td>- Difference between International HRM and Domestic HRM</td>
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<td></td>
<td>- Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric</td>
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<td>- Limitations to IHRM</td>
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<td></td>
<td>- Qualities of Global Managers</td>
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<td>- Organizational Dynamics and IHRM</td>
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<td>- Components of IHRM- Cross Cultural Management and Comparative HRM</td>
</tr>
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<td>- Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers</td>
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<tr>
<td></td>
<td>- Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM</td>
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<td>- Managing Diversity in Workforce</td>
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<td>- Dealing with Cultural Shock</td>
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<td>2</td>
<td>Global HRM Functions</td>
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<td>a) Global HRM Functions:</td>
</tr>
<tr>
<td></td>
<td>- International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce</td>
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<td></td>
<td>- International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation</td>
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<tr>
<td></td>
<td>- HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training</td>
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<td></td>
<td>- International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management</td>
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<td>- Motivation and Reward System- Meaning, Benchmarking Global Practices</td>
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<td>- International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR</td>
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<td>3</td>
<td>Managing Expatriation and Repatriation</td>
</tr>
<tr>
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<td>a) Managing Expatriation and Repatriation</td>
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<tr>
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<td>• Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)</td>
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<td>• Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers</td>
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<tr>
<td></td>
<td>• Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates</td>
</tr>
<tr>
<td>4</td>
<td>International HRM Trends and Challenges</td>
</tr>
<tr>
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<td>a) International HRM Trends and Challenges:</td>
</tr>
<tr>
<td></td>
<td>• Emerging Trends in IHRM</td>
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<td></td>
<td>• Off Shoring – Meaning, Importance, Off Shoring and HRM in India</td>
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<tr>
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<td>• 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</td>
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<tr>
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<td>• Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World</td>
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<td>• HR in MNCs – Industrial Relations in MNCs</td>
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<td>• Role of Technology on IHRM</td>
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<td>• IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization</td>
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<td>• Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM</td>
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<td>• Knowledge Management and IHRM</td>
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Bachelor of Management Studies Programme at Semester VI
with effect from the Academic Year 2016-2017

Course Code: UBMSFSVI.13
Organisational Development

Modules at a Glance

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<tr>
<td>1</td>
<td>International HRM – An Overview</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Global HRM Functions</td>
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</tr>
<tr>
<td>3</td>
<td>Managing Expatriation and Repatriation</td>
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<tr>
<td>4</td>
<td>International HRM Trends and Challenges</td>
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Objectives

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<tr>
<td>1</td>
<td>To understand the concept of Organisational Development and its Relevance in the organisation</td>
</tr>
<tr>
<td>2</td>
<td>To Study the Issues and Challenges of OD while undergoing Changes</td>
</tr>
<tr>
<td>3</td>
<td>To get an Understanding of Phases of OD Programme</td>
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<tr>
<td>4</td>
<td>To Study the OD Intervention to meet the Challenges faced in the Organisation</td>
</tr>
<tr>
<td>5</td>
<td>To get an Insight into Ethical Issues in OD</td>
</tr>
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</table>
### Organisational Development – An Overview

**a) Organisational Development – An Overview:**
- Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance
- Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD
- OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner
- Emerging Trends in OD
- OD in Global Setting

### Organisational Diagnosis, Renewal and Change

**a) Organisational Diagnosis, Renewal and Change:**
- Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis
- Organizational Renewal, Re-energising, OD and Business Process Re-engineering (BPR), OD and Leadership Development
- Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change
- Change Agents- Meaning, Features, Types, Role, Skills required

### 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, 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
<table>
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<th>Modules/ Units</th>
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<tbody>
<tr>
<td>4</td>
<td>OD Effectiveness</td>
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</table>

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

Course Code: UBMSFSVI.14
HRM In Service Sector Management

Modules at a Glance

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<td>Service Sector Management- An Overview</td>
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<td>Managing Human Element in Service Sector</td>
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</tr>
<tr>
<td>3</td>
<td>Issues and Challenges of HR in Service Sector</td>
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<tr>
<td>4</td>
<td>HRP Evaluation, Attrition, Retention &amp; Globalization</td>
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Objectives

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<th>Objectives</th>
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<tbody>
<tr>
<td>1</td>
<td>To understand the concept and growing importance of HRM in service sector</td>
</tr>
<tr>
<td>2</td>
<td>To understand how to manage human resources in service sector</td>
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<td>To understand the significance of human element in creating customer satisfaction through service quality</td>
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<td>• <strong>Service Culture in Organization</strong> – Meaning, Developing Service Culture in Organization</td>
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### Issues and Challenges of HR in Service Sector

- **Quality Issues in Services**: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps
- **Delivering Services through Agents and Brokers**: Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers
- **HRM in Public Sector Organizations and Non-Profit Sector in India**
- **Issues and Challenges of HR in Specific Services**:
  - 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**

### HRP Evaluation, Attrition, Retention & Globalization

- **HRP Evaluation, Attrition, Retention & Globalization**:
  - **Service Leadership** – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model
  - **Attrition in Service Sector** – Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success
  - **Retaining the Best People in Service Sector** – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers
  - **Globalization of Services**- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

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Course Code: UBMSFSVI.15

Human Resource Planning and Information System

**Modules at a Glance**

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<td>To Understand the Concept and Process of HRP</td>
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<td>To Understand Ways of matching Job Requirements and Human Resource Availability</td>
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<td>To Explore the concept of Strategic HRP</td>
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<td>To Understand the applications of HRIS</td>
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<td>• Barriers in Effective Implementation of HRP and Ways to Overcome Them.</td>
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<td>• <strong>Strategic Human Resource Planning</strong> – Meaning and Objectives.</td>
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<td>• Link between Strategic Planning and HRP through People, Finance and Technology.</td>
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<td>• <strong>HR Policy</strong> – Meaning, Importance.</td>
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<td>• <strong>Recruitment</strong> - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection.</td>
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<td>• <strong>Employee Selection Tests</strong>: Meaning, Advantages and Limitations.</td>
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<td>• <strong>Human Resource Audit</strong>: Meaning, Need, Objectives, Process, Areas.</td>
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<td>- Establish HRP Department Goals and Objectives</td>
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<td>- Creating HRP Department Structure</td>
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<td>- Dealing with Power and Politics - Meaning and Types of Power</td>
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<td>- HRP as Tool to Enhance Organisational Productivity</td>
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<td>- Impact of Globalisation on HRP.</td>
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<td>- <strong>Aspects of HRP</strong>: Performance Management, Career Management, Management Training and Development, Multi Skill Development</td>
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<td>- <strong>Return on Investment in HRP</strong>: Meaning and Importance.</td>
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<td>- <strong>Selected Strategic Options and HRP Implications</strong>: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.</td>
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| 4  | Human Resource Information Systems |
|    | - Human Resource Information Systems: |
|    |   - **Data Information Needs for HR Manager** – Contents and Usage of Data. |
|    |   - **HRIS**: Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. |
|    |   - HRIS for HRP |
|    |   - Trends in HRIS |
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Programme at Third Year Semester V with effect from the AY 2016-2017

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<table>
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<td>4. Ankit Gala &amp; Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house</td>
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<td>5. K.Sasidharan &amp; Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication</td>
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<td>8. Suni K Parmeswaran, Futures &amp; options, McGraw Hill</td>
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<td>UBMSFSV.6</td>
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<td>6. Prasanna Chandra, Strategic Financial Management</td>
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<td>UBMSFSV.12</td>
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<td>2. <em>Armstrong, Michael, Baron, Performance Management</em>, Jaico Publishers</td>
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<tr>
<td>11. G. Hadley, Linear Programming</td>
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### Course Code UBMSFSVI.2 Indian Ethos in Management

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### Course Code UBMSFSVI.3 Corporate Communication and Public Relations

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<td>2. Joep Cornelissen, Corporate Communications: Theory and Practice</td>
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### Reference Books

#### UBMSFSVI.14 HRM In Service Sector Management

1. C. Bhattacharjee: *Service Sector Management, An Indian Perspective*, Jaico Publishing House
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: *Services Marketing*, Pearson
3. Christopher Lovelock: *Services Marketing, People, Technology, Strategy*, Pearson Education Asia
7. K. Rao: *Services Marketing*, Pearson Education
8. Ramneek Kapoor, Justin Paul, Biplab Halder: *Services Marketing*

#### UBMSFSVI.15 Human Resource Planning and Information System