

University of Mumbai



**Revised Syllabus
and
Question Paper Pattern
of Courses
of
Bachelor of Management Studies
(BMS) Programme at
Third Year
Semester V and VI
Under Choice Based Credit, Grading and
Semester System**

*(To be implemented from Academic Year- 2018-2019)
Board of Studies-in-Business Management, University of Mumbai*

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

TYBMS

(To be implemented from Academic Year- 2018-2019)

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

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

*List of group of Elective Courses(EC) for Semester V (Any Four)		** List of group of Elective Courses(EC) for Semester VI (Any Four)	
Group A: Finance Electives			
1	Investment Analysis& Portfolio Management	1	International Finance
2	Commodity & Derivatives Market	2	Innovative Financial Services
3	Wealth Management	3	Project Management
4	Financial Accounting	4	Strategic Financial Management
5	Risk Management	5	Financing Rural Development
6	Direct Taxes	6	Indirect Taxes
Group B:Marketing Electives			
1	Services Marketing	1	Brand Management
2	E-Commerce & Digital Marketing	2	Retail Management
3	Sales & Distribution Management	3	International Marketing
4	Customer Relationship Management	4	Media Planning & Management
5	Industrial Marketing	5	Sports Marketing
6	Strategic Marketing Management	6	Marketing of Non Profit Organisation
Group C: Human Resource Electives			
1	Finance for HR Professionals & Compensation Management	1	HRM in Global Perspective
2	Strategic Human Resource Management & HR Policies	2	Organisational Development
3	Performance Management & Career Planning	3	HRM in Service Sector Management
4	Industrial Relations	4	Workforce Diversity
5	Talent & Competency Management	5	Human Resource Accounting & Audit
6	Stress Management	6	Indian Ethos in Management
Note: Group selected in Semester III will continue in Semester V &Semester VI			

Bachelor of Management Studies (BMS)
Programme
Under Choice Based Credit, Grading and Semester System
Course Structure
(To be implemented from Academic Year- 2018-2019)
Semester V

No. of Courses	Semester V	Credits
1	Elective Courses (EC)	
1,2,3 & 4	*Any four courses from the following list of the courses	12
2	Core Course (CC)	
5	Logistics & Supply Chain Management	04
3	Ability Enhancement Course (AEC)	
6	Corporate Communication & Public Relations	04
Total Credits		20

*List of group of Elective Courses(EC)for Semester V (Any Four)	
Group A: Finance Electives	
1	Investment Analysis & Portfolio Management
2	Commodity & Derivatives Market
3	Wealth Management
4	Financial Accounting
5	Risk Management
6	Direct Taxes
Group B:Marketing Electives	
1	Services Marketing
2	E-Commerce & Digital Marketing
3	Sales & Distribution Management
4	Customer Relationship Management
5	Industrial Marketing
6	Strategic Marketing Management
Group C: Human Resource Electives	
1	Finance for HR Professionals & Compensation Management
2	Strategic Human Resource Management & HR Policies
3	Performance Management & Career Planning
4	Industrial Relations
5	Talent & Competency Management
6	Stress Management

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019**

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

1. Investment Analysis and Portfolio Management

Modules at a Glance

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

Objectives

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019**

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

2. Commodity and Derivatives Market

Modules at a Glance

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

Objectives

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
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Elective Courses (EC)

Group A: Finance Electives

3. Wealth Management

Modules at a Glance

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

Objectives

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

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

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Elective Courses (EC)

Group A: Finance Electives

4. Financial Accounting

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Preparation of Final Accounts of Companies	15
2	Underwriting of Shares & Debentures	12
3	Accounting of Transactions of Foreign Currency	15
4	Investment Accounting (w.r.t. Accounting Standard- 13)	10
5	Ethical Behaviour and Implications for Accountants	08
Total		60

Objectives

SN	Objectives
01	To acquaint the learners in preparation of final accounts of companies
02	To study provisions relating to underwriting of shares and debentures
03	To study accounting of foreign currency and investment
04	To understand the need of ethical behaviour in accountancy

Sr. No.	Modules / Units
1	Preparation of Final Accounts of Companies
	<p>Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement)</p> <p>Preparation of financial statements as per Companies Act (excluding cash flow statement)</p> <p>AS 1 in relation to final accounts of companies (disclosure of accounting policies)</p>
2	Underwriting of Shares & Debentures
	<p>Introduction, Underwriting, Underwriting Commission</p> <p>Provision of Companies Act with respect to Payment of underwriting commission</p> <p>Underwriters, Sub-Underwriters, Brokers and Manager to Issues</p> <p>Types of underwriting, Abatement Clause</p> <p>Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems</p>
3	Accounting of Transactions of Foreign Currency
	<p>In relation to purchase and sale of goods, services, assets, loan and credit transactions.</p> <p>Computation and treatment of exchange rate differences.</p>
4	Investment Accounting (w.r.t. Accounting Standard- 13)
	<p>For shares (variable income bearing securities)</p> <p>For Debentures/Preference shares (fixed income bearing securities)</p> <p>Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage).</p> <p>Columnar format for investment account.</p>
5	Ethical Behaviour and Implications for Accountants
	<p>Introduction, Meaning of ethical behavior</p> <p>Financial Reports – link between law, corporate governance, corporate social responsibility and ethics.</p> <p>Need of ethical behavior in accounting profession .</p> <p>Implications of ethical values for the principles versus rule based approaches to accounting standards</p> <p>The principal based approach and ethics</p> <p>The accounting standard setting process and ethics</p> <p>The IFAC Code of Ethics for Professional Accountants</p> <p>Contents of Research Report in Ethical Practices</p> <p>Implications of unethical behavior for financial reports</p> <p>Company Codes of Ethics</p> <p>The increasing role of Whistle – Blowing</p>

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Elective Courses (EC)

Group A: Finance Electives

5. Risk Management

Modules at a Glance

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

Objectives

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
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**Elective Courses (EC)
Group A: Finance Electives**

6. Direct Taxes

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Definitions and Residential Status	10
2	Heads of Income – I	15
3	Heads of Income - II	15
4	Deductions under Chapter VI A	10
5	Computation of Taxable Income of Individuals	10
Total		60

Objectives

SN	Objectives
01	To understand the provisions of determining residential status of individual
02	To study various heads of income
03	To study deductions from total income
04	To compute taxable income of Individuals

Sr. No.	Modules / Units
1	Definitions and Residential Status
	Basic Terms (S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. Determination of Residential Status of Individual, Scope of Total Income (S.5)
2	Heads of Income – I
	Salary (S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)
3	Heads of Income – II
	Capital Gain (S. 45, 48, 49, 50 and 54) Income from other sources (S.56- 59) Exclusions from Total Income (S.10) (Exclusions related to specified heads to be covered with relevant heads of income)
4	Deductions under Chapter VI A
	Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA
5	Computation of Taxable Income of Individuals.
	Computation of Total Income and Taxable Income of Individuals

Note: The Syllabus is restricted to study of particular sections, specifically mentioned rules and notifications only.

1. All modules / units include Computational problems / Case Study.
2. The Law In force on 1st April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2018-2019**

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

1. Service Marketing

Modules at a Glance

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

Objectives

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

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

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

2. E-Commerce and Digital Marketing

Modules at a Glance

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

Objectives

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

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
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**Elective Courses (EC)
Group B: Marketing Electives**

3. Sales and Distribution Management

Modules at a Glance

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

Objectives

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

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies
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**Elective Courses (EC)
Group B: Marketing Electives**

4. Customer Relationship Management

Modules at a Glance

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

Objectives

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

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

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

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

5. Industrial Marketing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	15
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	15
3	Industrial Marketing Mix	15
4	Emerging Trends in Industrial Marketing	15
Total		60

Objectives

SN	Objectives
01	To understand basics of industrial marketing, Marketing Environment, Segmenting Targeting Positioning, channel strategy, marketing communication and pricing
02	To provide knowledge of industrial market structure and how they function
03	To provide understanding of the various attributes and models applicable in Industrial Marketing
04	To acquaint the students with trends in Industrial Marketing

Sr. No.	Modules / Units
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour
	<ul style="list-style-type: none"> ● Introduction to Industrial Marketing: Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services ● Industrial Marketing Environment: Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control ● Industrial Buying and Buying Behaviour: Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vender Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market
	<ul style="list-style-type: none"> ● Industrial Marketing Research: Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System. ● Segmentation, Targeting and Positioning in Industrial Market: Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation, Target Market: Concept, Approaches to Target Market, Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning; positioning process.
3	Industrial Marketing Mix
	<ul style="list-style-type: none"> ● Industrial Products and New Product Development: Introduction to Industrial Products; Product Policy; Product Classification; Introduction to new product development; New industrial products; stages in New product development. ● Industrial Pricing: Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation ● Industrial Marketing Communication: Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing. ● Marketing Channels and Physical Distribution of Industrial Products: Industrial marketing channels; Indirect and direct marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel
4	Emerging Trends in Industrial Marketing
	<ul style="list-style-type: none"> ● Business Networks : Business Networks in Industrial marketing, Relationship in Business networks , Technology and Business networks ● E-Procurement in Industrial Market: Meaning , Importance of E-procurement , Implementation of E-procurement ● E-Commerce: Definition of E-Commerce, Advantages and disadvantages of B2B E-Commerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security

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

6. Strategic Marketing Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Strategic Marketing Management	15
2	Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing	15
3	Strategic Decisions in Product, Services and Branding	15
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management	15
Total		60

Objectives

SN	Objectives
01	To understand marketing strategies and their impact on business models
02	To learn strategic marketing tactics related to product, price, service, brand, positioning, incentives and communication for business growth.
03	To learn the various marketing strategies adopted by Companies to create a competitive advantage

Sr. No.	Modules / Units
1	<p data-bbox="236 199 900 232">Introduction to Strategic Marketing Management</p> <ul data-bbox="245 248 1477 712" style="list-style-type: none"> • Marketing: Nature of Marketing, marketing as an art, science and business discipline, marketing as a value creation process • Strategic decisions: Nature of strategy, the marketing strategy interface, difference between marketing planning and strategic planning • Identifying the market: The five C framework-customer, company, collaborator, competitor, context • The 7 tactics of Marketing mix: Product, service, brand, price ,incentives, communication and distribution • Business Model and Strategic Marketing Planning: Meaning, Role of Business models in marketing management, Strategies for developing a business models: top-down business model generation, bottom up business model generation, The G-STIC frame work for marketing planning: Goal-Strategy-Tactics-Implementation-control
2	<p data-bbox="236 725 1355 792">Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing:</p> <ul data-bbox="245 804 1477 987" style="list-style-type: none"> • Segmentation: Essence of segmentation, Factors to be considered while segmenting, key segmenting principles- relevance, similarity, exclusivity • Identifying Target Customers: Factors to be considered while targeting, targeting strategies-One for all strategy, one for each strategy, Strategic Targeting criteria: target attractiveness, target compatibility <p data-bbox="236 999 1477 1111">Essential strategic assets for target compatibility: business infrastructure, collaborator networks, human capital, intellectual property, strong brands, established customer base, synergistic offerings, access to scarce resources and capital.</p> <ul data-bbox="245 1122 1477 1227" style="list-style-type: none"> • Creating Customer Value through Positioning: Role of strategic positioning, strategic positioning options: The quality option, value option, the pioneer, a narrow product focus, target segment focus; strategies for creating superior customer value. <p data-bbox="236 1238 1477 1346">Creating Company Value: Understanding Company Value: Monetary, functional and psychological value; strategically managing profits--increasing sales revenue-through volume, optimizing price, lowering costs</p> <p data-bbox="236 1357 1477 1538">Creating Collaborator Value: Meaning of collaborators, collaboration as business process, advantages and drawbacks of collaboration, levels of strategic collaboration: explicit, implicit; alternatives to collaboration: horizontal and vertical integration, managing collaborator relations; gaining collaborator power: offering differentiation; collaborator size, strategic importance, switching costs</p>

3	Strategic Decisions in Product, Services and Branding
	<ul style="list-style-type: none"> ● Managing Product and Services: factors affecting product and service decisions- performance, consistency, reliability, durability, compatibility, ease of use, technological design, degree of customization, physical aspects, style, packaging. <p>Managing New Products: Forecasting new product demand using Primary Data and secondary data: offering specific forecasting, forecasting by analogy, category based forecasting.</p> <p>New product adoption: Understanding new product adoption, factors influencing diffusion of new offering, new product development process, managing risk in new products- market risk and technological risk, Moore’s Model of adoption of new technologies, managing product life cycle at various stages, extending Product lifecycle.</p> <ul style="list-style-type: none"> ● Managing Product Lines: Managing vertical, upscale, downscale, horizontal product-Line Extensions, Managing Product Line Cannibalization, Managing Product lines to gain and defend market position-The Fighting Brand Strategy, The sandwich strategy, The Good-better-best strategy ● Brand Tactics: Brand: Meaning, brand identity, brand as value creation process brand hierarchy-Individual and umbrella branding, brand extension: vertical and horizontal, brand equity and brand power, measuring brand equity-cost based approach, market based approach and financial based approach.
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management
	<p>A) Managing Price: Major approaches to strategic pricing-cost based pricing, competitive pricing, demand pricing; Price sensitivity: meaning, psychological pricing, Five psychological pricing effects: reference price effects, price quantity effects, price tier effects, price ending effects, product line effects; Understanding competitive pricing and price wars: factors affecting price wars, Approach for developing a strategic response to competitors price cut, Other pricing strategies-captive pricing, cross price elasticity, deceptive pricing, everyday low pricing, experience curve pricing, loss leader pricing, horizontal price fixing, price signalling.</p> <p>B) Managing Promotions and incentives: Promotion mix strategy, Factors affecting strategic decisions in promotion mix, Promotion expenditure strategy, Methods to determine promotion expenditure-Breakdown Method, Buildup Method, Push and Pull promotions.</p> <p>Managing incentives as a value creation process, Goals of using customer incentives, Monetary incentives for customers, Non monetary incentives for customers.</p> <p>Collaborator incentives meaning, monetary incentives-slotting allowance, stocking allowance, cooperative advertising allowance, market development allowance, display allowance, spiffs</p> <p>C) Managing distribution: Distribution as value creation process, distribution channel design process- Channel structure: Direct, indirect and hybrid channel; channel coordination- common ownership, contractual relationship, implicit channel coordination; channel type, channel coverage, channel exclusivity</p> <p>D) Strategic Growth Management: Gaining market position: strategies to gain market position: steal share strategy, market growth strategy, market innovation strategy; Pioneering new markets: Meaning, Types of Pioneers: technology, product, business model, markets; benefits and drawbacks of being a Pioneer.</p> <p>Defending market position: Strategies to defend market position- ignoring competitors’ action, repositioning the existing offer- repositioning to increase value for current customers, repositioning to attract new customers.</p>

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Elective Courses (EC)

Group C: Human Resource Electives

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

Modules at a Glance

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

Objectives

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

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

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Elective Courses (EC)

Group C: Human Resource Electives

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

Modules at a Glance

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

Objectives

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

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

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Elective Courses (EC)

Group C: Human Resource Electives

3. Performance Management and Career Planning

Modules at a Glance

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

Objectives

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

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

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Elective Courses (EC)

Group C: Human Resource Electives

4. Industrial Relations

Modules at a Glance

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

Objectives

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

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

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

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Elective Courses (EC)

Group C: Human Resource Electives

5. Talent & Competency Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Talent Management	15
2	Talent Management System	15
3	Contemporary Issues and Current Trends in Talent Management	15
4	Competency Management and Competency Mapping	15
Total		60

Objectives

SN	Objectives
01	To understand key talent management & competency management concepts
02	To understand the concept and importance of competency mapping
03	To understand the role of talent management and competency management in building sustainable competitive advantage to an organization
04	To know the ethical and legal obligations associated with talent management

Sr. No.	Modules / Units
1	Introduction to Talent Management
	<ul style="list-style-type: none"> • Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management • Benefits and Limitations of Talent Management • Principles of Talent Management • Source of Talent Management • Talent Gap – Meaning, Strategies to Fill Gaps • The Talent Value Chain • Role of HR in Talent Management • Role of Talent Management in building Sustainable Competitive Advantage to an Organization
2	Talent Management System
	<ul style="list-style-type: none"> • Talent Management System – Meaning, Key Elements of Talent Management System • Critical Success Factors to Create Talent Management System • Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System • Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process • Approaches to Talent Management • Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies • Talent Management and Succession Planning
3	Contemporary Issues and Current Trends in Talent Management
	<ul style="list-style-type: none"> • Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy • Contemporary Talent Management Issues, Talent Management Challenges • Current Trends in Talent Management • Best Practices of Talent Management • Ethical and Legal Obligations Associated with Talent Management • Talent Management in India
4	Competency Management and Competency Mapping
	<ul style="list-style-type: none"> • Concept of Competency and Competence, Competence v/s Competency • Types of Competencies, Benefits and Limitations of implementing competencies • Iceberg Model of Competency • Competency Management – Meaning, Features and Objectives • Benefits and Challenges of Competency Management • Competency Development – Meaning, Process • Competency Mapping - Meaning, Features, Need and importance of competency mapping • Methods of Competency Mapping, Steps in Competency Mapping

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

6. Stress Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding Stress	15
2	Managing Stress – I	15
3	Managing Stress – II	15
4	Stress Management Leading to Success	15
Total		60

Objectives

SN	Objectives
01	To understand the nature and causes of stress in organizations
02	To familiarize the learners with the stress prevention mechanism
03	To understand the strategies that help cope with stress
04	To be able to apply stress management principles in order to achieve high levels of performance
05	To enable to learners to adopt effective strategies, plans and techniques to deal with stress

Sr. No.	Modules / Units
1	Understanding Stress
	<ul style="list-style-type: none"> • Stress – concept, features, types of stress • Relation between Stressors and Stress • Potential Sources of Stress – Environmental, Organizational and Individual • Consequences of Stress – Physiological, Psychological and Behavioural Symptoms • Stress at work place – Meaning, Reasons • Impact of Stress on Performance • Work Stress Model • Burnout – Concept • Stress v/s Burnout
2	Managing Stress – I
	<ul style="list-style-type: none"> • Pre-requisites of Stress-free Life • Anxiety - Meaning, Mechanisms to cope up with anxiety • Relaxation - Concept and Techniques • Time Management - Meaning, Importance of Time Management • Approaches to Time Management • Stress Management - Concept, Benefits • Managing Stress at Individual level • Role of Organization in Managing Stress/ Stress Management Techniques • Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.
3	Managing Stress – II
	<ul style="list-style-type: none"> • Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model • General Adaption Syndrome (GAS) - Concept, Stages • Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response. • Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. • Stress management interventions: primary, secondary, tertiary. • Meditation – Meaning, Importance • Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control
4	Stress Management Leading to Success
	<ul style="list-style-type: none"> • Eustress – Concept, Factors affecting Eustress • Stress Management Therapy - Concept, Benefits • Stress Counselling - Concept • Value education for stress management • Stress and New Technology • Stress Audit Process • Assessment of Stress - Tools and Methods • Future of Stress Management

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Core Course (CC)

5. Logistics and Supply Chain Management

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	<p data-bbox="280 208 986 241">Overview of Logistics and Supply Chain Management</p> <p data-bbox="280 259 849 293">a) Introduction to Logistics Management</p> <ul data-bbox="341 304 1406 517" style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p data-bbox="280 528 911 562">b) Introduction to Supply Chain Management</p> <ul data-bbox="341 573 1406 696" style="list-style-type: none"> • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p data-bbox="280 707 911 741">c) Customer Service: Key Element of Logistics</p> <ul data-bbox="341 752 1406 831" style="list-style-type: none"> • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers <p data-bbox="280 842 616 875">d) Demand Forecasting</p> <ul data-bbox="341 887 1406 1010" style="list-style-type: none"> • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)
2	<p data-bbox="280 1037 616 1070">Elements of Logistics Mix</p> <p data-bbox="280 1088 536 1122">a) Transportation</p> <ul data-bbox="341 1133 1406 1290" style="list-style-type: none"> • Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation <p data-bbox="280 1301 520 1335">b) Warehousing</p> <ul data-bbox="341 1346 1406 1469" style="list-style-type: none"> • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p data-bbox="280 1480 592 1514">c) Materials Handling</p> <ul data-bbox="341 1525 1406 1648" style="list-style-type: none"> • Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments <p data-bbox="280 1659 472 1693">d) Packaging</p> <ul data-bbox="341 1704 1406 1771" style="list-style-type: none"> • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

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

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Ability Enhancement Courses (AEC)

6. Corporate Communication & Public Relations

Modules at a Glance

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

Objectives

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

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

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

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Reference Books

Reference Books
Investment Analysis & Portfolio Management
<ul style="list-style-type: none"> • Kevin. S, <i>Security Analysis and Portfolio Management</i> • Donald Fischer & Ronald Jordon, <i>Security Analysis & Portfolio Management</i> • Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> • Sudhindhra Bhatt, <i>Security Analysis and Portfolio Management.</i>
Commodity & Derivatives Market
<ul style="list-style-type: none"> • John C. Hull & Basu -<i>Futures, options & other derivatives</i> • Robert McDonald, <i>Derivatives market, Pearson education</i> • John Hull, <i>Fundamentals of futures & options</i> • Ankit Gala & Jitendra Gala, <i>Guide to Indian Commodity market, Buzzingstock publishing house</i> • K.Sasidharan & Alex K. Mathews, <i>Option trading – bull market strategies, McGraw Hill publication</i> • Niti Chatnani, <i>Commodity markets, McGraw Hill Publication</i> • S. Kevin, <i>Commodities & financial derivatives, PHI learning Pvt Ltd</i> • Suni K Parmeswaran, <i>Futures & options, McGraw Hill</i>
Wealth Management
<ul style="list-style-type: none"> • Harold Evensky, <i>Wealth Management, McGraw Hill Publication</i> • NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> • Harold Evensky, <i>The new wealth Management, CFA Institute Investment Series Publication</i>
Financial Accounting
<ul style="list-style-type: none"> • Ashish K. Bhattacharyya – “<i>Financial Accounting for Business Managers</i>”, Prentice Hall of India Pvt. Ltd. • Shashi K. Gupta – “<i>Contemporary Issues in Accounting</i>”, Kalyani Publishers. • R. Narayanaswamy – “<i>Financial Accounting</i>”, Prentice Hall of India, New Delhi • Ashok Sehgal – “<i>Fundamentals of Financial Accounting</i>”, Taxmann’s Publishers • <i>Financial Accounting Reporting – Barry Elliot and Jamie Elliot – Prentice Hall (14th Edition)</i>
Risk Management
<ul style="list-style-type: none"> • Thomas S. Coleman, <i>Quantitative Risk Management : A Practical Guide to Financial Risk</i> • Steve Peterson, <i>Investment Theory and Risk Management</i> • <i>Risk Management , M/s Macmillan India Limited</i> • <i>Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.</i> • Sim Segal, <i>Corporate Value of ERM</i> • Dr. G Kotreshwar, <i>Risk Management : Insurance and Derivatives, Himalaya Publishing House</i>
Direct Taxes
<ul style="list-style-type: none"> • <i>Income Tax Act- Bare act</i> • <i>Dr V K Singhania-Direct Tax Law & Practice</i>

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Reference Books

Reference Books
<p>Services Marketing</p> <ul style="list-style-type: none"> • Valarie A. Zeuhaml & Mary Jo Bitner, <i>Service Marketing</i>, Tata McgrawHill, 6th Edition • Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective</i>, Pearson Education, 7th Edition • Ramneek Kapoor, Justin Paul & Biplab Halder, <i>Services Marketing-Concepts And Practices</i>, McgrawHill, 2011 • Harsh V. Verma, <i>Services Marketing Text & Cases</i>, Pearson Education, 2nd Edition • K. Ram Mohan Rao, <i>Services Marketing</i>, Pearson Education, 2nd Edition, 2011 • C. Bhattacharjee, <i>Service Sector Management</i>, Jaico Publishing House, Mumbai, 2008 • Govind Apte, <i>Services Marketing</i>, Oxford Press, 2004
<p>E-Commerce & Digital Marketing</p> <ul style="list-style-type: none"> • D Nidhi, <i>E-Commerce Concepts and Applications</i>, Edn 2011, International Book house P.ltd • Bajaj Kamlesh K, <i>E-Commerce- The cutting edge of Business</i> • Whiteley David, <i>E-Commerce Technologies and Applications-2013</i> • <i>E-Business & E-Commerce Management 3rd Ed</i>, Pearson Education • Kalokota & Robinson, <i>E-Business 2.0 Road map for Success</i>, Pearson Education • Elias M. Awad, <i>Electronic Commerce, 3rd Edition</i>, Pearson Education • Erfan Turban et.al, <i>Electronic Commerce - A Managerial Perspective</i>, Pearson Education • R. Kalokota, Andrew V. Winston, <i>Electronic Commerce - A Manger's Guide</i>, Pearson Education • Tripathi, <i>E-Commerce</i>, Jaico Publishing House, Mumbai, Edn. 2010.
<p>Sales & Distribution Management</p> <ul style="list-style-type: none"> • A. Nag, <i>Sales And Distribution Management</i>, Mcgraw Hill, 2013 Edition • Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, <i>Sales Management</i>, Pearson Education, 5th Edition • Krishna K. Havaldar, Vasant M. Cavale, <i>Sales And Distribution Management – Text & Cases</i>, Mcgraw Hill Education, 2nd Edition, 2011 • Dr. Matin Khan, <i>Sakes And Distribution Management</i>, Excel Books, 1st Edition • Kotler & Armstrong, <i>Principles Of Marketing – South Asian Perspective</i>, Pearson Education, 13th Edition
<p>Customer Relationship Management</p> <ul style="list-style-type: none"> • Baran Roger J. & Robert J. Galka (2014), <i>Customer Relationship Management: The Foundation of Contemporary Marketing Strategy</i>, Routledge Taylor & Francis Group. • Andersson Kristin and Carol Kerr (2002), <i>Customer Relationship Management</i>, Tata McGraw-Hill. • Ed Peelen, <i>Customer Relationship Management</i>, Pearson Education • Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press. • Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education. • Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education. • Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), <i>Services Marketing Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill. • Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education.

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Reference Books

Reference Books
Industrial Marketing
<ul style="list-style-type: none"> • <i>Industrial Marketing: A practices in India</i> by S.L. Gupta, Sanjeev Bahadur, and Hitesh Gupta: Excel Books (First Edition) • <i>Industrial Marketing</i> by Hory, Sankar and Mukerjee by Excel Books (First Edition) • <i>Industrial Marketing: A Process of Creating and Maintaining Exchange</i> by Krishnamacharyulu , Lalitha R, Publisher: Jaico Book House • <i>Industrial Marketing</i> by Ghosh, Publisher: Oxford University Press • <i>Industrial Marketing</i> by K. K. Havaladar, Publisher: Tata McGraw-Hill Publishing Company limited • <i>Industrial Marketing Management</i> by Govindarajan, Publisher: Vikas Publishing House Pvt. Ltd. • <i>Industrial Marketing</i> by Phadtare M. T, Publisher: Prentice Hall of India Private Limited
Strategic Marketing Management
<ul style="list-style-type: none"> • Alexander Chernav, <i>Strategic management, Eight Edition ,June 2014,Cerebellum press</i> • Richardn m.s Wilson, Collin Gilligan, <i>Strategic marketing management,3rd edition, Elsevier</i> • Subhash .C.Jain, <i>Marketing Strategy, India edition, cengage learning</i> • Sharan Jagpal, <i>Marketng strategy, oxford university press</i> • David A. Aker, <i>Startegic Market Management, John Wiley & Sons, 2001</i> • Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, <i>Marketing Management, Pearson, 13th edition</i>
Finance for HR Professionals & Compensation Management
<ul style="list-style-type: none"> • Gary Dessler, Biju Varkkey, <i>Human Resource Management, Pearson, 12th edition</i> • Mick Marchington and Adrian Wilkinson, <i>Human Resource Management at Work – People Management and Development- Illrd Edition,</i> • Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management, Kalyani Publishers</i> • Gary Dessler, <i>Framework for HRM, 3rd Edition, Pearson Education</i> • Ashwathappa, <i>Human Resource Management</i> • Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, <i>Managing Human Resources – IVth Edition, (Eastern Economy Edition)</i> • Milkovich, George T, Newman J.M, <i>Compensation, Tata Mc Graw Hill.</i> • Henderson, R.O, <i>Compensation Management, Pearson Edition .</i> • BD Singh, <i>Compensation and Reward Management, Excel Books.</i> • Karen Permant, Joe Knight, <i>Financial Intelligence for HR Professionals</i> • Sharma A.M, <i>Understanding Wage system, Himalaya Publishing House, Mumbai.</i>
Strategic Human Resource Management & HR Policies
<ul style="list-style-type: none"> • Michael Armstrong, Angela Baron, <i>Handbook of Strategic HRM, Jaico publishing House</i> • Armstrong M.-<i>Strategic Human Resource Management_ A Guide to Action (2006)</i> • <i>Strategic Human Resource Management, Tanuja Agarwal</i> • <i>Strategic Human Resource Management, Jeffrey A. Mello</i> • Gary Dessler, <i>Human Resource Management, PHI, New Delhi, 2003</i> • Charles R. Greer, <i>Strategic Human Resource Management, Pearson Education, 2003</i> • Rajib Lochan Dhar, <i>Strategic Human Resource Management, Excel Books, NewDelhi, 2008</i>

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Performance Management & Career Planning
<ul style="list-style-type: none"> • Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers • Armstrong, Michael, Baron, <i>Performance Management</i>, Jaico Publishers • Robert Bacal, <i>Performance Management</i>, McGraw-Hill Education, 2007 • T.V. Rao, <i>Performance Management and Appraisal Systems: HR Tools for Global Competitiveness</i>, Response Books, New Delhi, 2007. • Davinder Sharma, <i>Performance Appraisal and Management</i>, Himalaya Publishing House. • A.S. Kohli, T. Deb, <i>Performance Management</i>, Oxford University Press. • Herman Aguinis, <i>Performance Management</i>, Second edition, Pearson Education.
Industrial Relations
<ul style="list-style-type: none"> • Davar R S: <i>Personnel Management and Industrial Relations in India</i> • Mamoria C B: <i>Industrial Relations</i> • Charles Myeres: <i>Industrial Relations in India</i> • Arun Monappa: <i>Industrial Relations</i> • Sharma A M : <i>Industrial Relations</i> • Ahuja K K : <i>Industrial Relations Theory and Practice</i> • C.S. Vekata Ratnam : <i>Globalisation and Labour-Management Relations</i> • Srivastava K D: <i>Laws relating to Trade Unions and Unfair Labour Practice</i> • A.M.Sarma: <i>A conceptual and legal frame work</i> • Farnham, David and John Pimlot, <i>Understanding Industrial Relations</i>, London: Cassell • Ratna Sen, <i>Industrial Relations in India, Shifting Paradigms</i>, Macmillan India Ltd., New Delhi, 2009. • C.S.Venkata Ratnam, <i>Globalisation and Labour Management Relations</i>, Response Books, 2010. • Srivastava, <i>Industrial Relations and Labour Laws</i>, Vikas, 6 th edition, 2012. • P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. <i>Industrial Relations, Trade Unions and Labour Legislation</i>. • Srivastava, S. C. : <i>Industrial Relations and Labour Laws</i>, Vikas Publishing House Pvt Ltd, New Delhi. • Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini <i>Industrial Relations, Trade Unions and Labour Legislation</i>, Pearson Education, New Delhi.
Talent & Competency Management
<ul style="list-style-type: none"> • Dessler Gary, <i>A Framework for Human Resource Management</i>, Pearson Publication, 7th Edition. • Dessler Gary, Varkkey Biju, <i>Fundamentals of Human Resource Management</i>, Pearson Publication, 14th Edition • Rao VSP, <i>Human Resource Management</i>, Vikas Publishing, New Delhi • K. Aswathappa – <i>Human Resources and Personnel Management</i>, Tata McGraw Hill • Robbins SP, Timothy A, Judge & Sanghi Seema, <i>Organizational Behaviour</i>, Pearson Education, New Delhi, 13th edition. • Lance A Berger, Dorothy R Berger, <i>Talent Management Hand Book</i>, McGraw Hill • Hasan, M., Singh, A. K., Dhamija, S. (eds.), <i>Talent management in India: Challenges and opportunities</i>, Atlantic Publication • Seema Sanghi: <i>The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations</i>, Sage Publishing

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Reference Books

Reference Books
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<ul style="list-style-type: none"> • <i>Stress management by Susan R. Gregson</i> • <i>Stress management: Leading to Success By B Hiriyappa</i> • <i>Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper</i> • <i>Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton</i> • <i>Stress Management by A. K. Rai</i> • <i>Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper</i> • <i>Stress Management by Dr. Nivedita</i>
Logistics and Supply Chain Management
<ul style="list-style-type: none"> • <i>David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics</i> • <i>Donald Waters, An Introduction to Supply Chain</i> • <i>Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services</i> • <i>Vinod Sople, Logistic Management - The Supply Chain Imperative</i> • <i>Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process</i> • <i>Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain</i> • <i>Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education</i> • <i>Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson</i> • <i>Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies</i>
Corporate Communication & Public Relations
<ul style="list-style-type: none"> • <i>Richard R. Dolphin, The Fundamentals of Corporate Communication</i> • <i>Joep Cornelissen, Corporate Communications: Theory and Practice</i> • <i>James L.Horton,Integrating Corporate Communication:The Cost Effective Use of Message & Medium</i> • <i>Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach</i> • <i>Rosella Gambetti, Stephen Quigley, Managing Corporate Communication</i> • <i>Joseph Fernandez, Corporate Communications: A 21st Century Primer</i> • <i>C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication</i> • <i>Jaishri Jethwaney, Corporate Communication: Principles and Practice</i>