

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

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

## Semester VI

No. of Courses	Semester VI	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1,2,3 & 4	**Any four courses from the following list of the courses	<b>12</b>
<b>2</b>	<b><i>Core Course (CC)</i></b>	
5	Operation Research	<b>04</b>
<b>3</b>	<b><i>Ability Enhancement Course (AEC)</i></b>	
6	Project Work	<b>04</b>
<b>Total Credits</b>		<b>20</b>

<b>** List of group of Elective Courses(EC)for Semester VI (Any Four)</b>	
<b>Group A: Finance Electives (Any four Courses)</b>	
1	International Finance
2	Innovative Financial Services
3	Project Management
4	Strategic Financial Management
5	Financing Rural Development
6	Indirect Taxes
<b>Group B:Marketing Electives (Any four Courses)</b>	
1	Brand Management
2	Retail Management
3	International Marketing
4	Media Planning & Management
5	Sports Marketing
6	Marketing of Non Profit Organisation
<b>Group C: Human Resource Electives (Any four Courses)</b>	
1	HRM in Global Perspective
2	Organisational Development
3	HRM in Service Sector Management
4	Workforce Diversity
5	Human Resource Accounting & Audit
6	Indian Ethos in Management

**Revised Syllabus of Courses of Bachelor of Management Studies  
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with effect from the Academic Year 2018-2019**

**Elective Courses (EC)**

**Group A: Finance Electives**

**1. International Finance**

**Modules at a Glance**

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

**Objectives**

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

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

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

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**Elective Courses (EC)**

**Group A: Finance Electives**

**2. Innovative Financial Services**

**Modules at a Glance**

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

**Objectives**

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

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

SN	Modules/ Units
	<p><b>c) Venture Capital:</b> Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>
4	<p><b>Consumer Finance and Credit Rating</b></p>
	<p><b>a) Consumer Finance:</b></p> <ul style="list-style-type: none"> <li>• Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance</li> </ul> <p><b>b) Plastic Money:</b></p> <ul style="list-style-type: none"> <li>• Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario.</li> <li>• Smart Cards- Features, Types, Security Features and Financial Applications</li> </ul> <p><b>c) Credit Rating:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating</li> </ul>

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**Elective Courses (EC)**

**Group A: Finance Electives**

**3. Project Management**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Introduction to Project Management & Project Initiation	15
2	Analyzing Project Feasibility	15
3	Budgeting, Cost & Risk Estimation in Project Management	15
4	New Dimensions in Project Management	15
	<b>Total</b>	<b>60</b>

**Objectives**

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



SN	Modules/ Units
1	<p data-bbox="276 208 1034 241"><b>Introduction to Project Management &amp; Project Initiation</b></p> <p data-bbox="276 257 831 291"><b>a) Introduction to Project Management:</b></p> <ul data-bbox="323 306 1409 472" style="list-style-type: none"> <li>• Meaning/Definition of Project &amp; Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</li> </ul> <p data-bbox="276 483 963 517"><b>b) Organizational Structure (Project Organization):</b></p> <ul data-bbox="323 533 1409 651" style="list-style-type: none"> <li>• Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</li> </ul> <p data-bbox="276 663 563 696"><b>c) Project Initiation:</b></p> <ul data-bbox="323 712 1409 1149" style="list-style-type: none"> <li>• <b>Project Selection</b>-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection ( Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection</li> <li>• <b>Project Manager</b>-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager</li> <li>• <b>Project Planning</b>-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling</li> </ul>
2	<p data-bbox="276 1176 655 1209"><b>Analyzing Project Feasibility</b></p> <p data-bbox="276 1225 691 1258"><b>a) Project Feasibility Analysis:</b></p> <ul data-bbox="323 1274 1409 1485" style="list-style-type: none"> <li>• Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility</li> <li>• Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility</li> <li>• SWOT Analysis ( Environment Impact Assessment, Social Cost Benefit Analysis)</li> </ul> <p data-bbox="276 1496 552 1529"><b>b) Market Analysis:</b></p> <ul data-bbox="323 1545 1409 1621" style="list-style-type: none"> <li>• Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</li> </ul> <p data-bbox="276 1632 579 1666"><b>c) Technical Analysis:</b></p> <ul data-bbox="323 1682 1409 1758" style="list-style-type: none"> <li>• Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</li> </ul> <p data-bbox="276 1769 612 1803"><b>d) Operational Analysis:</b></p> <ul data-bbox="323 1818 1409 1937" style="list-style-type: none"> <li>• Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning &amp; Control, Material Management - Work Study &amp; Method Study, Lean Operations</li> </ul>

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

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

**4. Strategic Financial Management**

**Modules at a Glance**

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

**Objectives**

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

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

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

**5. Financing Rural Development**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Rural Banking	10
2	Micro Finance	15
3	MSME Finance	10
4	Final Accounts of the Banking Companies	15
5	Risk Management in Rural Finance	10
<b>Total</b>		<b>60</b>

**Objectives**

SN	Objectives
01	To acquaint the learners with the concept of rural banking
02	To give an overview of micro finance and MSME finance
03	To study the provisions of final accounts of the Banking Companies
04	To understand risk management in rural finance

Sr. No.	Modules / Units
<b>1</b>	<b>Rural Banking</b>
	<p>Rural India – Demographic Features, Characteristics of Rural Society, Economic Features, Infrastructure in Rural Areas, Agriculture Economy, Rural Issues and Rural Development Policies, Sources and Pattern of agriculture in India, Trends in Agricultural Finance.</p> <p>Institutional Framework – Regulation of Rural Financial Services, Rural Credit Institutions, Financing Agriculture/ Allied Activities, Financing Rural Non Farm Sector, Priority Sector Lending, Rural Housing and Education Loans.</p> <p>Rural Banking – Financial Needs of the Poor, Role of Rural Banking, Transaction Costs, Risk Costs, Financing Poor as Bankable Opportunities Micro Credit and Self Help Groups.</p>
<b>2</b>	<b>Micro Finance</b>
	<p>Introduction – Emergence of Microfinance, Definition, Meaning and Scope, Importance and Assumptions. Lessons from International Experience.</p> <p>Models – Models of Microfinance across the world, Portfolio Securitization, SHG-2, National Rural Livelihood Mission, Impact of Microfinance, Impact Assessment and Monitoring, Microfinance and Poverty Assessment Tools.</p> <p>Financial Products and Services – Objectives, Introduction, The role of MFI – Minimalist V/s Integrated, Financial services/ products, Non – Financial Services, Designing Microfinance Models, Liquidity Management, The Revenue Model of an MFI, Cost, Volume and Profit Analysis, Measuring Operating Efficiency and Productivity in MFI's, Factors affecting Operating Expenses, Operating Efficiency.</p>
<b>3</b>	<b>MSME Finance</b>
	<p>Institutional Framework – Central Government, NIMSME, Indian Institute of Entrepreneurship Guwahati, NIESBUD, NSIC, Organizations under the control of State Government, SIDBI, CGTMSE, SMERA, SSI Association in India, Changing Role of MSME Associations , Policy Orientation &amp; Resource Allocation.</p> <p>Financing Options &amp; Modes – Financing MSME, Why lend to MSME Sector, Debt Finance, Equity Finance, Options for Financing MSME's, Financial Products and their Access, Existing MSME Loan Products and their Nature, Common Guidelines for lending to MSME Sector, Factoring, Credit Process, Credit Assessment, Costs and Risks specific to MSME Lending, Risk Rating, Monitoring and Review of Lending.</p>
<b>4</b>	<b>Final Accounts of the Banking Companies</b>
	<p>Legal Provision in Banking Regulation Act, 1949 relating to Accounts. Statutory reserves including Cash Reserve and Statutory Liquidity Ratio. Bill purchase and discounted, Rebate of Bill Discounted.</p> <p>Final Accounts in prescribed form</p> <p>Non – performing assets and Income from non – performing assets, Classification of Advances, standard, sub – standard, doubtful and provisioning requirement.</p>
<b>5</b>	<b>Risk Management in Rural Finance</b>
	<p>An Introduction –Objectives, Introduction , Types of risks for MFI's, Risk Management Framework for MFI's Indicators of Credit Risk, Portfolio at Risk (PAR), Causes of high Credit Risk , Impact of Delinquencies, Managing Credit Risk, Transaction Risk, Process, System &amp; Technology, Relationship and Portfolio Risk. Cash Planning and Co-ordination between Operation Manager and Finance Manager. Compliance to State Acts, Revised Guidelines on Priority Sector, Compliance to RBI Guidelines on NBFC – MFI's, Self Regulation.</p>

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

**6. Indirect Taxes**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Indirect Taxation and GST	10
2	Concept of Supply	20
3	Registration and Computation of GST	20
4	Filing of Returns	10
<b>Total</b>		<b>60</b>

**Objectives**

SN	Objectives
01	To understand the basics of GST
02	To study the registration and computation of GST
03	To acquaint the students with filing of returns in GST

Sr. No.	Modules / Units
1	<b>Introduction to Indirect Taxation and GST</b>
	<p><b>A. Basics for Taxation</b> - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)</p> <p><b>B. Introduction to GST</b> – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.</p> <p><b>C. Definitions</b> – Goods ( 2(52) of CGST Act ), Services ( 2(102) of CGST Act ), Money ( 2(75) of CGST Act ), Securities ( 2(101) of SCRA Act,1956), India( 2(56) of CGST Act ), Persons ( 2(84) of CGST Act ),Taxable Person ( 2(107) of CGST Act ), Business ( 2(17) of CGST Act), Consideration( 2(31) of CGST Act ), E- Commerce Operator ( 2(45) of CGST Act ), Supplier(2(105) of CGST Act ),Recipient( 2(93) of CGST Act )</p> <p><b>D. Levy and Collection of GST</b> – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.</p>
2	<b>Concept of Supply</b>
	<p><b>A. Taxable Event Supply</b>– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)</p> <p><b>B. Place of Supply</b> – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.</p> <p><b>C. Time of Supply</b>- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act )</p> <p><b>D. Value of Supply</b> – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)</p>
3	<b>Registration and Computation of GST</b>
	<p><b>A. Registration</b> – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)</p> <p><b>B. Computation of GST</b> – Computation of GST under Inter State and Intra State Supplies.</p> <p><b>C. Payment of Tax</b>- Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)</p>
4	<b>Filing of Returns</b>
	<p><b>A. Documentation</b>- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill</p> <p><b>B. Returns</b> –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)</p>



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

**Elective Courses (EC)**

**Group B: Marketing Electives**

**1. Brand Management**

**Modules at a Glance**

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

**Objectives**

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

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

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

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

**2. Retail Management**

**Modules at a Glance**

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

**Objectives**

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

SN	Modules/ Units
1	<p data-bbox="277 208 727 241"><b>Retail Management- An overview</b></p> <p data-bbox="277 257 600 291"><b>a) Retail Management:</b></p> <ul data-bbox="325 306 1401 383" style="list-style-type: none"> <li>• Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</li> </ul> <p data-bbox="277 398 528 432"><b>b) Retail Formats:</b></p> <ul data-bbox="325 445 1401 566" style="list-style-type: none"> <li>• Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations</li> </ul> <p data-bbox="277 580 708 613"><b>c) Emerging Trends in Retailing</b></p> <ul data-bbox="325 627 1401 974" style="list-style-type: none"> <li>• Impact of Globalization on Retailing</li> <li>• I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</li> <li>• FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</li> <li>• Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</li> <li>• Green Retailing</li> <li>• Airport Retailing</li> </ul>
2	<p data-bbox="277 996 759 1030"><b>Retail Consumer and Retail Strategy</b></p> <p data-bbox="277 1046 679 1079"><b>a) Retail Consumer/Shopper:</b></p> <ul data-bbox="325 1093 1401 1214" style="list-style-type: none"> <li>• Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</li> </ul> <p data-bbox="277 1229 512 1263"><b>b) CRM in Retail:</b></p> <ul data-bbox="325 1276 1305 1397" style="list-style-type: none"> <li>• Meaning, Objectives</li> <li>• Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</li> </ul> <p data-bbox="277 1413 528 1447"><b>c) Retail Strategy:</b></p> <ul data-bbox="325 1460 1193 1494" style="list-style-type: none"> <li>• Meaning, Steps in Developing Retail Strategy, Retail Value Chain</li> </ul> <p data-bbox="277 1509 655 1543"><b>d) Store Location Selection:</b></p> <ul data-bbox="325 1556 1286 1590" style="list-style-type: none"> <li>• Meaning, Types of Retail Locations, Factors Influencing Store Location</li> </ul> <p data-bbox="277 1606 512 1639"><b>e) HRM in Retail:</b></p> <ul data-bbox="325 1653 1401 1809" style="list-style-type: none"> <li>• Meaning, Significance, Functions</li> <li>• Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</li> </ul>

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

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

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

**Elective Courses (EC)**

**Group B: Marketing Electives**

**3. International Marketing**

**Modules at a Glance**

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

**Objectives**

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



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

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

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

**Elective Courses (EC)**

**Group B: Marketing Electives**

**4. Media Planning and Management**

**Modules at a Glance**

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

**Objectives**

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

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

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

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

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

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

**5. Sports Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Sports Marketing: Introduction, Environment & Research	15
2	The Sports Product, Pricing Strategies & Sponsorship	15
3	Promotion & Distribution Strategies in Sports Marketing	15
4	Legal aspects & Marketing of Major Sport Events	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
01	To equip the learner with an understanding of the business of sports marketing
02	To help the learner understand environmental factors influencing sports marketing
03	To help the learner understand components of marketing mix in the context of sports marketing
04	To understand legal aspects in sports marketing & franchising agreements

Sr. No.	Modules / Units
1	<b>Sports Marketing: Introduction, Environment &amp; Research</b>
	Introduction to sports marketing: Sports marketing definition & characteristics, marketing myopia in sports, distinctive features of sports marketing, Model of sports Industry, Implementation of sports marketing programme Environment & Research in Sports Marketing: Environmental factors, individual factors, decision making for sports involvement, role of research in sports marketing: types of primary market research, common problems in sports marketing research
2	<b>The sports Product, Pricing Strategies &amp; Sponsorship</b>
	The sports products: Core & extensions, key issues in sports products strategy, managing sports brands, brand equity: benefits & development, Sales: Definition, sales approaches used in sports, selling sports to the community Pricing strategies: The basics of pricing, core issues, factors affecting pricing Sponsorship: Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships
3	<b>Promotion &amp; Distribution Strategies in Sports Marketing</b>
	Promotional strategies: Promotional concepts & practice, components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing & advertising. Media options in sports marketing, Distribution strategies: Placing core products & their extensions, the facility: marketing channels, the product-place matrix
4	<b>Legal Aspects &amp; Marketing of major Sport Events</b>
	Cross impact among the 5Ps of sports marketing mix Legal aspects of sports marketing: Endorsement agreement, Player agreement, Franchise agreement & Sponsorship agreement Marketing of major sport events: Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament



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

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

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Non-profit Organization	15
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations	15
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations	15
4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations	15
<b>Total</b>		<b>60</b>

**Objectives**

SN	Objectives
01	This course introduces students to the challenges of marketing in the non-profit sector.
02	To understand the role and application of marketing to promote social change and to achieve social goals for non-profits organizations including social and cause related marketing, fundraising
03	To apply marketing in a diverse range of non-profit environments including charities, social programs and ideas, health, education, arts, as well as goods and services
04	To understand the advocacy v/s lobbying and the concept of CSR and the policy framework of CSR under the Companies Act of 2013

Sr. No.	Modules / Units
1	<b>Introduction to Non-profit Organization</b>
	<p>a) <b>Non-profit organization:</b> Meaning of Non-Profit Organization, Features of non-profit organization, Characteristics of Non Profit marketing, Stakeholders in non-profit organization, Types of non-profit organization: Charities, newly emerging social enterprise sector, public sector, political parties and campaign organizations, classification of non-profit organizations, Social need: concept, social need as a basis for developing sustainable business model for a non-profit organization.</p> <p>b) <b>Fundraising:</b> meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising</p>
2	<b>Segmenting Targeting Positioning, Product mix &amp; Pricing mix in Non-profit organizations</b>
	<p>a) <b>Segmentation, Targeting &amp; Positioning of non-profit organizations:</b> Strategic Marketing for Non-Profit Organization, Steps in Strategic Marketing of non-profit organization, Market Segmentation, Targeting &amp; Positioning in non-profit organization</p> <p>b) <b>Product mix &amp; Pricing mix in non-profit organization:</b> Budgeting, cost effective marketing mix, Cost Management, Product or offer in non-profit organization, level of offer in non-profit organization, Pricing Objectives in non-profit organizations, Pricing Strategies in non-profit organizations</p>
3	<b>Promotion mix, Place mix of non-profit organizations &amp; advocacy of non-profit organizations</b>
	<p>a) <b>Promotion Mix:</b> Promotion of non-profit Organizations: Marketing Communication Strategies, Integrated Marketing Communication in nonprofit organizations, Image &amp; reputation, Marketing Communication process, Marketing communication process, Role of Audience, message and vehicle in non-profit organization communication. Significance of place in non-profit organizations, Challenges for non-profit organizations in rural areas.</p> <p>b) <b>Advocacy &amp; Fund Raising in non-profit organization:</b> Meaning, steps in building support for advocacy, advocacy tactics: lobbying, Coalition Building, outreach to media, educating policy makers on issues, educating public on policy issue, building relationship with policy maker. Distinctive characteristics of advocacy groups, Steps in crafting an advocacy plan, steps in engaging policy makers for lobbying, advocacy v/s lobbying, Evaluating advocacy.</p> <p><b>Fund Raising:</b> meaning, Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.</p>
4	<b>Corporate Social Responsibility, innovations &amp; Ethics in non-profit organizations</b>
	<p>a) <b>Corporate social responsibility:</b> CSR, Importance of CSR, history and evolution of CSR, Policy framework for CSR in India, Section 135 of Companies Act 2013, Role of CSR committee on Boards</p> <p>Code of Ethics in non-profit organization, hierarchy of ethical values in non-profit organization, careers in CSR.</p> <p>b) <b>Trends and Innovations:</b> Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and their impact on corporate CSR, Challenges faced by non-profit organizations in India.</p> <p>c) <b>Non-Governmental Organization (NGO):</b> Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization &amp; NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grassroot NGO, Mother NGO, National NGO, corporate NGO, Global NGO's</p>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**1. HRM in Global Perspective**

**Modules at a Glance**

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

**Objectives**

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

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

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

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**2. Organisational Development**

**Modules at a Glance**

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

**Objectives**

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

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

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



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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**3. HRM in Service Sector Management**

**Modules at a Glance**

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

**Objectives**

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

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

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

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

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

**4. Workforce Diversity**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Workforce Diversity - An Overview	15
2	Workforce Diversity and HRM Functions	15
3	Strategies to Manage Diversity	15
4	Issues in Managing Diversity and Recent Trends	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
01	To understand the nature of workforce diversity
02	To familiarize the learners with the strategies to deal with work force diversity
03	To understand the impact of technology in managing workforce diversity
04	To be able to interlink between workforce diversity and HRM functions

Sr. No.	Modules / Units
1	<b>Workforce Diversity - An Overview</b>
	<ul style="list-style-type: none"> <li>• Meaning of Workforce</li> <li>• Workforce Diversity - Meaning, Features and Significance</li> <li>• Dimensions of Workforce Diversity</li> <li>• Advantages and Limitations of having a diverse workforce</li> <li>• Positive and Negative effects of workforce diversity in workplace</li> </ul>
2	<b>Workforce Diversity and HRM Functions</b>
	<ul style="list-style-type: none"> <li>• Steps to Recruiting and Retaining a Diverse Workforce</li> <li>• Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance</li> <li>• Role of Recruiter in Hiring Diversified Workforce</li> <li>• Workforce Diversity – Key to Organizational Performance</li> <li>• Workforce Diversity as a Determinant of Sustainable Competitive Advantage</li> </ul>
3	<b>Strategies to Manage Diversity</b>
	<ul style="list-style-type: none"> <li>• Organizational Strategies for Managing Workforce Diversity –Workplace Inclusion Strategies through Corporate Leadership, Diversity Training and Mentoring</li> <li>• Diversity Management Programmes - Concept</li> <li>• Corporate Culture and Diversity at workplace</li> <li>• Techniques of Managing Work Force Diversity</li> <li>• Approaches to Diversity Management System</li> </ul>
4	<b>Issues in Managing Diversity and Recent Trends</b>
	<ul style="list-style-type: none"> <li>• Best Practices in Achieving Workforce Diversity</li> <li>• Diversity and Multi-culturism</li> <li>• Global workforce diversity management</li> <li>• Recent Trends of Diversity</li> <li>• Role of Technology in Handling Workforce Diversity</li> <li>• Workforce Diversity Management for Creativity and Innovation</li> <li>• Ethical and Legal Issues in Managing Diversity</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**5. Human Resource Accounting & Auditing**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Human Resource Accounting: An Overview	15
2	Methods and Human Resource Accounting Practices in India	15
3	Human Resource Audit: An Overview	15
4	HR Audit for Legal Compliance and Safe Business Practices	15
<b>Total</b>		<b>60</b>

**Objectives**

SN	Objectives
01	To understand the value of human resource in organizations
02	To understand the importance of Human Resource Accounting at National and International level
03	To familiarize with the Human Resource Accounting Practices in India
04	To familiarize the learners with the process and approaches of Human Resources Accounting and Audit
05	To understand the significance of Human Resource Auditing as a Tool of Human Resource Valuation

Sr. No.	Modules / Units
<b>1</b>	<b>Human Resource Accounting: An Overview</b>
	<ul style="list-style-type: none"> <li>• Human Resource Accounting – Meaning, Need and Objectives of HR Accounting</li> <li>• Historical Development of Human Resource Accounting,</li> <li>• Cost of Human Resource - Acquisition Cost, Training and Development Cost and additional Cost</li> <li>• Benefits and Limitations of Human Resource Accounting</li> <li>• Reporting of Human Resource Accounting at National Levels</li> <li>• Disclosures at International Level</li> </ul>
<b>2</b>	<b>Methods and Human Resource Accounting Practices in India</b>
	<ul style="list-style-type: none"> <li>• <b>Methods of Human Resource Accounting:</b> <ol style="list-style-type: none"> <li><b>1. Cost of Production Approach - Concept</b> <ol style="list-style-type: none"> <li>i. Historical Cost Model – Meaning, Advantages and Limitations</li> <li>ii. Replacement Cost Model – Meaning, Advantages and Limitations</li> <li>iii. Opportunity Cost - – Meaning, Advantages and Limitations</li> </ol> </li> <li><b>2. Capitalized Earnings Approach - Concept</b> <ol style="list-style-type: none"> <li>i. Economic Value Model - Meaning, Advantages and Limitations</li> <li>ii. Capitalization of Salary - Meaning, Advantages and Limitations</li> </ol> </li> </ol> </li> <li>• <b>Statutory Provisions governing HR accounts</b></li> <li>• <b>Human Resource Accounting Practices in India</b></li> </ul>
<b>3</b>	<b>Human Resource Audit: An Overview</b>
	<ul style="list-style-type: none"> <li>• Human Resource Audit - Meaning, Features, Objectives of HR Audit</li> <li>• Benefits and limitations of HR Audit</li> <li>• Need and Significance of HR Audit</li> <li>• Process of HR Audit</li> <li>• Approaches of HR Audit</li> <li>• Principles of Effective HR Auditing</li> <li>• Role of HR Auditor</li> <li>• Methods of conducting HR Audit – Interview, Workshop, Observation, Questionnaire.</li> <li>• Components of HR Audit</li> <li>• HR Audit and Workforce Issues : Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System</li> </ul>
<b>4</b>	<b>HR Audit for Legal Compliance and Safe Business Practices</b>
	<ul style="list-style-type: none"> <li>• Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices</li> <li>• HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development Audit as an Intervention</li> <li>• Human Resource Audit and Business Linkages</li> <li>• Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting.</li> </ul>

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

**Elective Courses (EC)**

**Group C: Human Resource Electives**

**6. Indian Ethos in Management**

**Modules at a Glance**

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

**Objectives**

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



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

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

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

**Core Course (CC)**

**5. Operations Research**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
3	Network Analysis	15
4	Job Sequencing and Theory of Games	15
<b>Total</b>		<b>60</b>

**Objectives**

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

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

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

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

SN	Modules/ Units
4	<b>Job Sequencing and Theory of Games</b>
	<p><b>a) Job Sequencing Problem</b></p> <ul style="list-style-type: none"> <li>• Processing Maximum 9 Jobs through Two Machines only.</li> <li>• Processing Maximum 6 Jobs through Three Machines only.</li> <li>• Calculations of Idle Time, Elapsed Time etc.</li> </ul> <p><b>b) Theory of Games</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</li> <li>• Types of Games.</li> <li>• Numericals based on: <ul style="list-style-type: none"> <li>▪ Two Person Zero Sum Games including strictly determinable and Fair Game <ul style="list-style-type: none"> <li>- Pure Strategy Games (Saddle Point available). Principles of Dominance method.</li> </ul> </li> </ul> </li> </ul>

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

**Reference Books**

<b>Reference Books</b>
<b>International Finance</b>
<ul style="list-style-type: none"> <li>• P G Apte, <i>International Financial Management, 5th Edition, The McGraw Hill</i></li> <li>• Cheol . S. Eun &amp; Bruce G. Resnick, <i>International Finance Management</i></li> <li>• Maurice D. Levi, <i>International Finance – Special Indian Edition</i></li> <li>• Prakash G. Apte, <i>International Finance – A Business Perspective</i></li> <li>• V A. Aadhani, <i>International Finance</i></li> </ul>
<b>Innovative Financial Services</b>
<ul style="list-style-type: none"> <li>• IM Pandey, <i>Financial Management, Vikas Publishing House Ltd.</i></li> <li>• Khan M.Y., <i>Financial Services, Mc Graw Hill Education.</i></li> <li>• Dr.S.Gurusamy, <i>Financial Services, Vijay Nicole Imprints.</i></li> <li>• <i>Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House</i></li> </ul>
<b>Project Management</b>
<ul style="list-style-type: none"> <li>• Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling &amp; Controlling</i></li> <li>• Jack.R.Meredith &amp; Samuel.J.Mantel, Jr.,<i>Project Management – A Managerial Approach</i></li> <li>• Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation &amp; Control</i></li> </ul>
<b>Strategic Financial Management</b>
<ul style="list-style-type: none"> <li>• C. Paramasivan&amp; T. Subramanian, <i>Financial Management</i></li> <li>• IM Pandey, <i>Financial Management</i></li> <li>• Ravi Kishor, <i>Financial Management</i></li> <li>• Khan &amp; Jain, <i>Financial Management</i></li> <li>• Van Horne &amp; Wachowiz, <i>Fundamentals of Financial Management</i></li> <li>• Prasanna Chandra, <i>Strategic Financial Management</i></li> </ul>
<b>Financing Rural Development</b>
<ul style="list-style-type: none"> <li>• <i>Rural Banking – IIB Macmillan</i></li> <li>• <i>MicroFinance Perspective and Finance - IIB Macmillan</i></li> <li>• <i>MSME in India – Taxman</i></li> </ul>
<b>Indirect Taxes</b>
<ul style="list-style-type: none"> <li>• <i>GST Bare Act 2017</i></li> <li>• <i>GST Law &amp; Practice - V.S Datey (6th Edition)</i></li> <li>• <i>GST Laws – National Academy of Customs, Indirect Tax</i></li> </ul>
<b>Brand Management</b>
<ul style="list-style-type: none"> <li>• Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i></li> <li>• Keller Kevin Lane, <i>Strategic Brand Management-2008</i></li> <li>• Elliot, Richard, <i>Strategic Brand Management-2008</i></li> <li>• Kapferer, Jean-Noel, <i>Strategic Brand Management-2000</i></li> <li>• Kishen, Ram, <i>Strategic Brand Management- 2013</i></li> <li>• Keller Kevin Lane, <i>Strategic Brand Management 4e-2015</i></li> </ul>



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(BMS) Programme at Semester VI  
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**Reference Books**

<b>Reference Books</b>
<b>Retail Management</b>
<ul style="list-style-type: none"> <li>• Michael Levy &amp; Barton A Weitz, "Retailing Management", Tata Mc Graw Hill</li> <li>• Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai.</li> <li>• Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai.</li> <li>• Dunne Lusch, "Retail Management", South Western Cengage Learning</li> <li>• K.S. Menon, "Store Management", Macmillan India Ltd.,</li> <li>• Keith Lincoln, Lars Thomessen &amp; Anthony Aconis, "Retailization -Brand Survival in the Age of Retailer Power", Kogan Page Ltd.,</li> <li>• Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill.</li> <li>• Bajaj, Tulli &amp; Shrivastava, "Retail Management", Oxford University Press</li> <li>• Kishore Biyani, "It Happens in India", &amp; "The Wall Mart Story"</li> <li>• Store Manager, Organiser / Planner- DMS Retail</li> <li>• Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.</li> </ul>
<b>International Marketing</b>
<ul style="list-style-type: none"> <li>• Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011</li> <li>• Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .</li> <li>• RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007.</li> <li>• Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition</li> <li>• Francis Cherunilam, International Business, PHI Learning Private Limited New Delhi, Fifth Edition .</li> <li>• Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.</li> <li>• Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition</li> <li>• Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition</li> <li>• Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition</li> <li>• Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007</li> <li>• Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication , Fifth Edition</li> </ul>
<b>Media Planning &amp; Management</b>
<ul style="list-style-type: none"> <li>• Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010</li> <li>• Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.</li> <li>• Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition</li> <li>• Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,</li> <li>• Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications</li> <li>• Charles Warner and Joseph Buchman, Media selling ,Surjeet Publication,3rd edition</li> </ul>

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with effect from the Academic Year 2018-2019**

**Reference Books**

<b>Reference Books</b>
<p><b>Sports Marketing</b></p> <ul style="list-style-type: none"> <li>• <i>Phil Schaaf -Sports Marketing - It's not just a game anymore .</i></li> <li>• <i>Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author) - Sport Marketing</i></li> <li>• <i>Larry DeGaris- Sports Marketing: A Practical Approach February 2015</i></li> <li>• <i>Matthew D.Shank and Mark R. Lyberger, Sports Marketing: A Strategic Perspective, 5th edition3 October 2014</i></li> <li>• <i>David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen &amp; Unwin, 2009 (3rd edition), Strategic Sport Marketing</i></li> </ul>
<p><b>Marketing of Non-Profit Organisation</b></p> <ul style="list-style-type: none"> <li>• <i>Philip Kotler &amp; Alan R Andersan, Strategic Marketing for nonprofit organization, 07th Edition, 2008, Prentice Hall.</i></li> <li>• <i>Banies, Fill &amp; Rosengren (2016), Marketing, Oxford University Press.</i></li> <li>• <i>TCC Group &amp; The California Endowment Fund, what makes an effective advocacy organization – A framework for determining advocacy capacity, June 2009, TCC Group.</i></li> <li>• <i>Global CSR Summit, A study by Ernst &amp; Young and PHD Chamber, 2013.</i></li> <li>• <i>PWC &amp; CII, Handbook on Corporate Social responsibility, 2013, CII Development Initiative Council.</i></li> <li>• <i>Sahu Pani, Non- Governmental Organisations Development Actors, 2010, Himalaya Publishing, New Delhi</i></li> <li>• <i>O.P.Goel, Strategic Management &amp; Policy issues of NGO's, 2004, Isha Books, Delhi</i></li> <li>• <i>B.R., Nanda, NGO Management, 2010, Surendra Publications, New Delhi</i></li> <li>• <i>Snehlata Chnadra,,Guidelines for NGOs Management in India, 2003, Kanishka Publishers, Distributors, New Delhi</i></li> <li>• <i>Shilaja Nagendra, Voluntary Organisations &amp; Social Work,2007, Oxford Book Company, Jaipur</i></li> </ul>
<p><b>HRM in Global Perspective</b></p> <ul style="list-style-type: none"> <li>• <i>Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning</i></li> <li>• <i>P. L. Rao: International Human Resource Management, Text and Cases, Excel Books</i></li> <li>• <i>Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.</i></li> <li>• <i>Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press</i></li> <li>• <i>A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College</i></li> <li>• <i>Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.</i></li> <li>• <i>Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press</i></li> <li>• <i>S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers</i></li> </ul>

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**Reference Books**

<b>Reference Books</b>
<b>Organisational Development</b>
<ul style="list-style-type: none"> <li>• Dr. Mrs. Anjali Ghanekar, <i>Essentials of Organisation Development</i>, Everest Publishing House</li> <li>• French, W.L. and Bell, C.H., <i>Organisation Development</i>, Prentice-Hall, New Delhi, 1995.</li> <li>• Harvey, D.F. and Brown, D.R., <i>An Experimental Approach to Organization Development</i>, Prentice-Hall, Englewood Cliffs, N.J., 1990</li> <li>• Cummings, T. G. &amp; Worley, C. G. (2009). <i>Organization Development and Change (9th edition)</i>. Canada: South-Western Cengage Learning</li> <li>• Thomas G. Cummings and Christopher G. Worley, <i>Organization Development and Change</i>, Thomson South-Western, 8th Edition 2004.</li> <li>• Cummings, T. G., <i>Theory of Organization Development and Change</i>, South Western.</li> <li>• Ramanarayan, S. and Rao, T.V., <i>Organization Development: Accelerating Learning and Transformation</i>, 2nd Edition, Sage India, 2011.</li> <li>• Richard L, <i>Organisation, Theory, Change and Design</i>, India Edition (Cengage Learning)</li> <li>• Garath R Jones, Mary Mathew, <i>Organisation Theory, Design and Change: Sixth Edition</i>, Pearson</li> <li>• Wendell L French, Cecil H Bell, Jr, Veena Vohra, <i>Organisation Development</i>, Sixth Edition, Pearson Education</li> </ul>
<b>HRM in Service Sector Management</b>
<ul style="list-style-type: none"> <li>• C. Bhattacharjee: <i>Service Sector Management, An Indian Perspective</i>, Jaico Publishing House</li> <li>• Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: <i>Services Marketing</i>, Pearson</li> <li>• Christopher Lovelock: <i>Services Marketing, People, Technology, Strategy</i>, Pearson Education Asia</li> <li>• James A. Fitzsimmons, Mona J, Fitzsimmons: <i>Service Management, Operations, Strategy, Information Technology</i>, Tata McGraw – Hill</li> <li>• Zeithmal, Bitner, Gremler, Pandit: <i>Services Marketing</i>, Tata McGraw – Hill</li> <li>• Lovelock, Wirtz: <i>Services Marketing</i>, Pearson Education, 5th Edition</li> <li>• K. Rao: <i>Services Marketing</i>, Pearson Education</li> <li>• Ramneek Kapoor, Justin Paul, Biplab Halder: <i>Services Marketing</i></li> </ul>
<b>Workforce Diversity</b>
<ul style="list-style-type: none"> <li>• Dessler Gary, <i>A Framework for Human Resource Management</i>, Pearson Publication, 7th Edition.</li> <li>• <i>Handbook of Research on Workforce Diversity in a Global Society</i>, edited by Scott, Chaunda L.</li> <li>• <i>Diversity in the Workforce: Current Issues and Emerging Trends</i> edited by Marilyn Y. Byrd, Chaunda L. Scott</li> <li>• <i>Managing Diversity: Human Resource Strategies for Transforming the Workplace</i> Ellen Ernst Kossek, Sharon A. Lobel</li> <li>• <i>Workforce Diversity Management: Challenges, Competencies and Strategies</i> - Bahaudin Mujtaba</li> <li>• <i>Handbook of Research on Organizational Culture and Diversity in the Modern</i>, edited by Christiansen, Bryan, Chandan, Harish C</li> </ul>

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

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<b>Reference Books</b>
<b>Human Resource Accounting &amp; Auditing</b>
<ul style="list-style-type: none"> <li>• <i>HR Audit : Evaluating the human resource functions for business improvement</i> by T.V. Rao, Response Books</li> <li>• <i>Eric G. Flamholtz, Human Resource Accounting, Springer</i></li> <li>• <i>Jac Fitzenz, How To Measure Human Resource Management, McGraw Hill</i></li> <li>• <i>Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing</i></li> <li>• <i>M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications.</i></li> <li>• <i>D. Prabakara Rao, Human Resource Accounting, Inter India Publications</i></li> <li>• <i>Human Resource Management by Gary Dessler, Pearson Publications.</i></li> <li>• <i>Rao, T.V. 2008. HRD Scorecard 2500, 1/e; New Delhi: Response Books</i></li> <li>• <i>Udai Pareek and Rao T V (2003). Designing and Managing Human Resource</i></li> </ul>
<b>Indian Ethos in Management</b>
<ul style="list-style-type: none"> <li>• <i>R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill</i></li> <li>• <i>Bhatta, S.K., Business Ethics &amp; Managerial Values.</i></li> <li>• <i>Dave, Nalini V: Vedanta and Mana</i></li> <li>• <i>Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998</i></li> <li>• <i>Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987</i></li> <li>• <i>Chakraborty, S.K.: Management by Values, Oxford University Press 1991.</i></li> <li>• <i>Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010</i></li> <li>• <i>Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009</i></li> <li>• <i>Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009</i></li> <li>• <i>Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009</i></li> <li>• <i>S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008</i></li> </ul>
<b>Operation Research</b>
<ul style="list-style-type: none"> <li>• <i>Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India</i></li> <li>• <i>Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand &amp; Sons</i></li> <li>• <i>Kantiswarup, Gupta P.K. &amp; Manmohan, Operations Research 9th Edition, Sultan Chand &amp; Sons</i></li> <li>• <i>Sharma S.D.,Operations Research, 8th Edition, Kedarnath, Ramnath&amp; Company</i></li> <li>• <i>Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series</i></li> <li>• <i>Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.</i></li> <li>• <i>Shreenath L.S, Principles &amp; Application 3rd Ed.,, PERT &amp; CPM, Affiliated East-West Press Pvt. Ltd.</i></li> <li>• <i>Wagener H.M.,Principles of Operations Research 2nd Edition, Prentice - Hall of India</i></li> <li>• <i>Sasieni M, Yaspan A &amp; John Wiley &amp; Sons Friedman L, Operations Research - Methods &amp; Problems 1st Edition</i></li> <li>• <i>NatrajanBalasubramani, TAMILARASI, Operations Research, Pearson Education</i></li> <li>• <i>G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd</i></li> <li>• <i>L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.</i></li> <li>• <i>Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.</i></li> <li>• <i>Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai</i></li> </ul>

# University of Mumbai



## **Bachelor of Management Studies Programme Guidelines for Project Work at Third Year Semester VI**

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

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

***Board of Studies-in-Business Management***

# Introduction

Inclusion of project work in the course curriculum of the Bachelor of Management Studies programme is one of the ambitious aspects in the programme structure. The main objective of inclusion of project work is to inculcate the element of research analyse and scientific temperament challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

- There are two modes of preparation of project work
  1. Project work based on research methodology in the study area
  2. Project work based on internship in the study area

## Guidelines for preparation of Project Work

### **1. General guidelines for preparation of project work based on Research Methodology**

- The project topic may be undertaken in any area of Elective Courses.
- Each of the learner has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
  - Font type: Times New Roman
  - Font size: 12-For content, 14-for Title
  - Line Space : 1.5-for content and 1-for in table work
  - Paper Size: A4
  - Margin : in Left-1.5, Up-Down-Right-1
  - The Project Report shall be bounded.
  - The project report should be 80 to 100 pages

# Format

*1<sup>st</sup> page (Main Page)*

*Title of the problem of the Project*

**A Project Submitted to  
University of Mumbai for partial completion of the degree of  
Bachelor of Management Studies  
Under the Faculty of Commerce**

**By**

*Name of the Learner*

**Under the Guidance of**

*Name of the Guiding Teacher*

*Name and address of the College*

*Month and Year*

*2<sup>nd</sup> Page*

*This page to be repeated on 2<sup>nd</sup> page (i.e. inside after main page)*

*On separate page*

## **Index**

Chapter No. 1 (sub point 1.1, 1.1.1, .... And so on)	Title of the Chapter	Page No.
Chapter No. 2	Title of the Chapter	
Chapter No. 3	Title of the Chapter	
Chapter No. 4	Title of the Chapter	
Chapter No. 5	Title of the Chapter	

**List of tables, if any, with page numbers.**

**List of Graphs, if any, with page numbers.**

**List of Appendix, if any, with page numbers.**

**Abbreviations used:**



# Structure to be followed to maintain the uniformity in formulation and presentation of Project Work

## *(Model Structure of the Project Work)*

- **Chapter No. 1: Introduction**

In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- **Chapter No. 2: Research Methodology**

This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.

- **Chapter No. 3: Literature Review**

This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

- **Chapter No. 4: Data Analysis, Interpretation and Presentation**

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.

- **Chapter No. 5: Conclusions and Suggestions**

In this chapter of project work, findings of work will be covered and suggestion will be enlisted to validate the objectives and hypotheses.

*Note: If required more chapters of data analysis can be added.*

- **Bibliography**
- **Appendix**

*On separate page*

*Name and address of the college*

## ***Certificate***

This is to certify that Ms/Mr \_\_\_\_\_ has worked and duly completed her/his Project Work for the degree of Bachelor of Management Studies under the Faculty of Commerce in the subject of \_\_\_\_\_ and her/his project is entitled, “ \_\_\_\_\_ *Title of the Project* \_\_\_\_\_ ” under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her/ his own work and facts reported by her/his personal findings and investigations.



Name and Signature of  
Guiding Teacher

Date of submission:

*On separate page*

## ***Declaration by learner***

I the undersigned Miss / Mr. \_\_\_\_\_ *Name of the learner* \_\_\_\_\_ here by, declare that the work embodied in this project work titled “ \_\_\_\_\_ *Title of the Project* \_\_\_\_\_ ”, forms my own contribution to the research work carried out under the guidance of \_\_\_\_\_ *Name of the guiding teacher* \_\_\_\_\_ is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher

*On separate page*

## ***Acknowledgment***

*(Model structure of the acknowledgement)*

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the **University of Mumbai** for giving me chance to do this project.

I would like to thank my **Principal**, \_\_\_\_\_ for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator** \_\_\_\_\_, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide \_\_\_\_\_ whose guidance and care made the project successful.

I would like to thank my **College Library**, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially **my Parents and Peers** who supported me throughout my project.

## 2. Guidelines for Internship based project work

- Minimum 20 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
- The theme of the internship should be based on any study area of the elective courses
- Experience Certificate is Mandatory
- A project report has to be brief in content and must include the following aspects:
  - **Executive Summary:**  
A bird's eye view of your entire presentation has to be precisely offered under this category.
  - **Introduction on the Company:**  
A Concise representation of company/ organization defining its scope, products/ services and its SWOT analysis.
  - **Statement and Objectives:**  
The mission and vision of the organization need to be stated enshrining its broad strategies.
  - **Your Role in the Organisation during the internship:**  
The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.
  - **Challenges:**  
The challenges confronted while churning out theoretical knowledge into practical world.
  - **Conclusion:**  
A brief overview of your experience and suggestions to bridge the gap between theory and practice.
- The project report based on internship shall be prepared as per the broad guidelines given below:
  - Font type: Times New Roman
  - Font size: 12-For content, 14-for Title
  - Line Space : 1.5-for content and 1-for in table work
  - Paper Size: A4
  - Margin : in Left-1.5, Up-Down-Right-1
  - The Project Report shall be bounded.
  - The project report should be of minimum 50 pages

## Evaluation pattern of the project work

The Project Report shall be evaluated in two stages viz.	
<b>• Evaluation of Project Report (Bound Copy)</b>	<b>60 Marks</b>
▪ Introduction and other areas covered	20 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	30 Marks
▪ Conclusion & Recommendations	10 Marks
<b>• Conduct of Viva-voce</b>	<b>40 Marks</b>
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks
▪ Overall Impression (including Communication Skill)	10 Marks

**Note:**

- *The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern*

### Passing Standard

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.

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

**Scheme of Evaluation**

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

**A) Internal Assessment: 25 %**

**Question Paper Pattern**

**(Internal Assessment- Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 %**

- i) Duration: The examination shall be of 2 ½ Hours duration
- ii) Theory question paper pattern
  - There shall be five questions each of 15 marks.
  - All questions shall be compulsory with internal choice within the questions.
  - Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**

**❖ Passing Standard**

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

## **Question Paper Pattern (Practical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 1/2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A. Sub Questions to be asked 10 and to be answered any 08 B. Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question <b>OR</b>	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question <b>OR</b>	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question <b>OR</b>	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	A) Theory questions B) Theory questions <b>OR</b>	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**



## **Question Paper Pattern (Theoretical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 1/2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question <b>OR</b>	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question <b>OR</b>	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question <b>OR</b>	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	A) Theory questions B) Theory questions <b>OR</b>	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5Marks.**