



INDIRA GANDHI DELHI TECHNICAL UNIVERSITY FOR WOMEN
(Established by Govt. of Delhi vide Act 9 of 2012)
Kashmere Gate, Delhi-110006

Table 1: Credits of Different Curricular Components in BBA

Curricular Components	Credits*	Weightage (Appx.)
Departmental Core Courses (DCC) Including, <ul style="list-style-type: none"> ● Summer Project Report and Viva Voice ● Major Project Report and Viva Voice 	66	51.5%
Allied Management Course (AMC/HMC)	42	32.8%
Departmental Elective Courses (DEC)	16	12.5%
Generic Open Elective Courses (GEC)	04	3.1%
Grand Total	128	100%

Curricular Components		Credits*
A	Departmental Subjects, <ul style="list-style-type: none"> ● Departmental Core Courses (DCC) 	56
	Including <ul style="list-style-type: none"> ● Summer Project Report and Viva Voice (DCC) ● Project Report and Viva Voice (DCC) 	04 16
	<ul style="list-style-type: none"> ● Department Elective Courses (DEC) 	06
	Departmental Subjects Credits (a)	82
B	Allied Management Course (AMC/HMC)	42
C	Generic Open Elective Courses (GEC)	04
Credits (b+c)		46
Grand Total (a+b+c)		128

*In a semester of approximately 14 weeks of teaching

1 credit is equivalent to 1 Theory Hour or 1 Tutorial Hour or 02 Practical hours per week.

Therefore, Maximum No. of Contact Hours in a Semester for various Course types would be as follows:

S.No.	Course Type				Maximum of No. of Contact Hours in a Semester			
	L	T	P	Credits	Theory	Tutorial one per week per group	Practical one per week per group	Total
1.	3	1	0	04	42	14	nil	56
2.	3	0	2	04	42	Nil	28	70
3.	2	0	0	02	28	Nil	nil	28
4.	0	1	2	02	Nil	14	28	42

Table 2: Semester wise credit distribution of proposed BBA Program

BBA	DCC	DEC	AMC/HMC	GEC	Total Credits
Semester-1	10	-	12	-	22
Semester-2	16	-	6	-	22
Semester-3	10	-	8	2	20
Semester-4	6	-	12	2	20
Summer Project (Credits for this project are part of Vth Semester)					
Semester-5	10	8	4	-	22
Semester-6	14	8	-	-	22
Total Credits	66	16	42	4	128
Category- wise distribution	DCC + DEC = 82		AMC + HMC + GEC = 46		Total Credits = 128

Semester-wise Course Structure of proposed B.B.A Program**Table 3: First Year**

SEMESTER 1					
S. No	Course Code	Subject	L-T-P	Credits	Category
1	BMS-101	Principles of Management	3-0-0	3	DCC
2	BMS-103	Financial Accounting	3-1-0	4	DCC
3	BMS-105	Micro Economics	3-0-0	3	DCC
4	AMC-101	Business Mathematics	3-1-0	4	AMC
5	AMC-103	Business Communication – I	2-0-0	2	AMC
6	AMC-105	Computer Applications in Management	3-0-2	4	AMC
7	AMC-107	Environmental Management	2-0-0	2	AMC
Total Credits				22	
SEMESTER 2					
S. No	Course Code	Subject	L-T-P	Credits	Category
1	BMS-102	Organizational Behaviour	3-0-0	3	DCC
2	BMS-104	Business Environment	3-0-0	3	DCC
3	BMS-106	Macro Economics	3-0-0	3	DCC
4	BMS-108	Marketing Management	3-0-0	3	DCC
5	BMS-112	Management Accounting	3-1-0	4	DCC
6	AMC-102	Business Statistics	3-1-0	4	AMC
7	AMC-104	Business Communication –II	2-0-0	2	AMC
Total Credits				22	

The scheme for higher semesters of BBA (Third-Sixth Semester Semester)**Table 4: Second Year**

SEMESTER 3					
S. No	Course Code	Subject	L-T-P	Credits	Category
1	BMS-201	Human Resource Management	3-0-0	3	DCC
2	BMS-203	Financial Management	3-1-0	4	DCC
3	BMS-205	Indian Economy	3-0-0	3	DCC
4	AMC-201	E-Commerce	3-0-2	4	AMC
5	AMC-203	Operations Management	3-1-0	4	AMC
6	GEC-2XX*	Generic Open Elective	2-0-0	2	GEC
Total Credits				20	
SEMESTER 4					
S. No	Course Code	Subject	L-T-P	Credits	Category
1	BMS-202	Business Ethics and Corporate Social Responsibility	3-0-0	3	DCC
2	BMS-204	Business Laws	3-0-0	3	DCC
3	AMC-202	Business Research	3-0-2	4	AMC
4	AMC-204	Management Information System	3-0-0	3	AMC
5	AMC-206	Cyber Security	3-0-0	3	AMC
6	AMC-208	Disaster Management	2-0-0	2	AMC
7	GEC-2XX*	Generic Open Elective Course	2-0-0	2	GEC
Total Credits				20	
Summer Project of Eight Weeks at the end of the Fourth Semester					

Third Year

SEMESTER 5					
S. No	Course Code	Subject	L-T-P	Credits	Category
1	BMS-301	Business Policy and Strategy	3-0-0	3	DCC
2	BMS-303	Entrepreneurship Development	3-0-0	3	DCC
3	AMC-301	Operations Research	3-1-0	4	AMC
4	BMS-307 to BMS-329	Discipline Specific Elective-I	3-1-0	4	DEC
5	BMS-307 to BMS-329	Discipline Specific Elective-II	3-1-0	4	DEC
6	BMS-305	Summer Project Report and Viva-Voice	--	4	DCC
Total Credits				22	
SEMESTER 6					
S. No	Course Code	Subject	L-T-P	Credits	Category
1	BMS-302	Project Management	3-1-0	4	DCC
2	BMS-304	International Business Management	3-1-0	4	DCC
3	BMS-308 to BMS-338	Discipline Specific Elective-III	3-1-0	4	DEC
4	BMS-308 to BMS-338	Discipline Specific Elective-IV	3-1-0	4	DEC
5	BMS-306	Major Project Report and Viva- Voice	--	6	DCC
Total Credits				22	
In the sixth Semester all the students shall do the Major Project					

*Courses offered by various departments (under the basket of GEC Courses) or Courses offered by ANVESHAN Foundation, IGDTUW or MOOC: NPTEL and SWAYAM. With a rider that these courses will not be similar to the courses done under other categories viz, DCC, AMC, DEC and HMC.

Generic Open Elective Courses:

The following courses would be offered by the Management Department under the category of Generic Open Electives.

- **Basics of Income Tax**
- **Soft Skills and Personality Development**
- **Basic Business Analytics**
- **Digital Marketing Analytics**

Discipline Specific List of Departmental Elective Courses (DEC)

There are four main disciplines for Departmental Elective Courses (DEC). Student will choose a discipline in fifth semester. The same discipline shall be applicable to sixth semester and no change in discipline shall be allowed. In each semester of final year, a student would be free to choose any two papers from the same discipline/group. The course offers four main disciplines/specializations viz.

- **Finance (DEC - I),**
- **Marketing (DEC - II),**
- **Human Resource (DEC - III) and**
- **Management of Global Business (DEC – IV)**

Departmental Elective Courses for Fifth Semester				
S. No	DEC - I (Finance)	DEC – II (Marketing)	DEC - III (Human Resource)	DEC–IV (Management Of Global Business)
1.	BMS-307 International Financial Management	BMS-313 Consumer Behaviour	BMS-319 HRD: Systems & Strategies	BMS-325 International Trade Policy & Strategy
2	BMS-309 Management of Investment Banking & Financial Services	BMS-315 Sales Management	BMS-321 Training & Development	BMS-327 Global Business Environment
3	BMS-311 Investment Analysis & Portfolio Management	BMS-317 Advertising & Brand Management	BMS-323 Management of Industrial Relations	BMS-329 Transnational & Cross-Cultural Marketing

An elective course in a chosen discipline shall be offered only if a minimum of 30% students opt for that elective of that discipline/specialization or a number to be decided by the Competent Authority from time to time.

Departmental Elective Courses for Sixth Semester				
S. No	DEC - I (Finance)	DEC – II (Marketing)	DEC - III (Human Resource)	DEC – IV (Management of Global Business)
1	BMS-308 Project Appraisal	BMS-316 Retail Management	BMS-324 Performance & Compensation Management	BMS-332 International Distribution & Supply Chain Management
2	BMS-310 Business Analysis & Valuation	BMS-318 Supply Chain Management	BMS-326 Counselling & Negotiation Skills for Managers	BMS-334 International Accounting & Reporting System
3	BMS-312 Financial Modelling & Derivatives	BMS-320 Marketing of Services	BMS-328 Cross Cultural HRM	BMS-336 Multinational Business Finance
4	BMS-314 Strategic Corporate Finance	BMS-322 International Marketing	BMS-330 Talent & Knowledge Management	BMS-338 International Joint Ventures, Mergers & Acquisitions

SYLLABUS FIFTH SEMESTER

BUSINESS POLICY AND STRATEGY	
Course Code: BMS-301 Contact Hours: L-3 T-0P-0 Course Category: DCC	Credits: 3 Semester: 5

Introduction: Business policy is the guide post to decision making. It helps in the managerial thinking process and thus leads to the efficient and effective attainment of the objectives of any organization. Strategy implementation may be said to consist of securing resources, organizing these resources and directing the use of these resources within and outside the organization. This course covers all the different aspects and levels of Business Policy and Strategy.

Course Objectives: To equip students with the necessary insight into designing strategies for an organisation and linking the organisation's strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Develop capacity to think strategically about a company: its present business position, its long-term direction, its resources and competitive capabilities, the calibre of its strategy, and its opportunities for gaining sustainable competitive advantage.
- Develop powers of managerial judgment, learn how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	0	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Introduction: Nature, Scope and Importance of Business Policy; Evolution; Forecasting, Long-Range Planning, Strategic Planning and Strategic Management. Strategic Management Process: Formulation Phase – Vision, Mission, Environmental Scanning, Objectives and Strategy; Implementation phase – Strategic Activities, Evaluation and Control.		
UNIT-II		10 Hours
Environmental Analysis: Need, Characteristics and Categorization of Environmental Factors; Approaches to the Environmental Scanning Process – Structural Analysis of Competitive Environment; ETOP a Diagnosis Tool.		
UNIT-III		10 Hours
Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.		
UNIT IV		11 Hours
Formulation of Strategy: Approaches to Strategy formation; Major Strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; Major Issues involved in the Implementation of strategy: Organization Structure; Leadership and Resource Allocation.		
Text Books		
1.	A. Kazmi, “Strategic Management and Business Policy”, McGraw Hill Education, 2014.	
2.	P. K. Ghosh, “Strategic Planning and Management”, Sultan Chand & Sons, New Delhi, 2012.	
3.	C. W. L. Hill and G. R. Jones, “An Integrated Approach to Strategic Management”, Cengage Learning, 9 th Edition, 2017	
Reference Books		
1.	Thompson, Arthur A. and A. J. Strickland; Strategic Management, McGraw Hill,	
2.	Suri R.K.; Business Policy & Strategic Management, Brijwasi Publisher & Distributor, 2005	
3.	Biwas,” Corporate Strategy”, Penguin	
4.	Jauch and Glueck; “Business Policy and Strategic Management”, McGraw-Hill.	

ENTREPRENEURSHIP DEVELOPMENT	
Course Code: BMS-303 Contact Hours: L-3 T-0 P-0 Course Category: DCC	Credits: 3 Semester: 5

Introduction: The goal is to inspire students and help them imbibe an entrepreneurial mind-set to start their entrepreneurial venture in the future. The programme imparts conceptual knowledge and practical skills to equip students for professional success. The students will learn how to start their own business, understand entrepreneurship concepts, roles, importance of Innovation, preparing a Business Plan, Launching and Financing the New Venture.

Course Objectives: This course aims at:

- Instituting entrepreneurial skills in the students by giving an overview of entrepreneurship and the competences that are needed to become a successful entrepreneur
- Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures
- Understanding the role and importance of entrepreneurship for economic development.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication.
- Analyse the business environment in order to identify business opportunities
- Acquire conceptual and functional clarity of various functional areas
- Specify the basic performance indicators of entrepreneurial activity and interpret business plan.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	0	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Introduction to Entrepreneurship: The Entrepreneur: Concept, Definition and Process; Emergence of Entrepreneurial Class; Theories of Entrepreneurship, skills required to be an entrepreneur, the entrepreneurial decision process, role models, mentors and support system, Classification and Types of Entrepreneurs.		
UNIT-II		10 Hours
Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; bringing about social stability and balanced regional development of industries, Managerial versus entrepreneurial Decision Making. Business Opportunity Identification: Business ideas, methods of generating ideas, and opportunity recognition, Challenges in managing innovation; Entrepreneurial strategy,		
UNIT-III		11 Hours
Business Plan and Feasibility Study: Meaning and significance of a business plan, components of a business plan and feasibility study. Launching the New Venture: External environmental analysis, Choosing the legal form of new venture, protection of intellectual property, and marketing the new venture.		
UNIT IV		11 Hours
Financing the New Venture: Importance of new venture financing, types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix, financial institutions and banks. Management of New Venture: Characteristics of high growth new ventures, strategies for growth, Harvesting Rewards: Exit strategies for entrepreneurs, bankruptcy, succession and harvesting strategy.		
Text Books		
1.	R. Hisrich and M. Peters, “Entrepreneurship”, McGraw Hill Education, 2020.	
2.	P.M. Charantimani, “Entrepreneurship Development and Small Business Enterprise”, Pearson Education, 2018.	
3.	T. Balaraju, “Entrepreneurship Development: An Analytical Study”, Akansha Publishing House, 2012.	
4.	O. David, “A Guide to Entrepreneurship”, Jaico Books Publishing House, Delhi, 2014.	
Reference Books		
1.	A. Kaulgud, “Entrepreneurship Management”, Vikas Publishing House, Delhi, 2012.	
2.	T. N. Chhabra, “Entrepreneurship Development”, Sun India, 2014.	
3.	Vasant Desai; “Entrepreneurship”, Himalaya Publishing House, 2003.	
4.	Tandon, ” Corporate and Entrepreneur”, Chug Publications, Allahabad.	
5.	Srivastava S.B.; “A practical guide to industrial entrepreneurs”, Sultan Chand & Sons, New Delhi.	

OPERATIONS RESEARCH	
Course Code: AMC-301 Contact Hours: L-3 T-1 P-0 Course Category: AMC	Credits: 4 Semester: 5

Introduction:

Decision making being a fundamental part of the management process pervades the activities of every business manager. It is manager's competence as a decision maker that enables us to distinguish between a good manager and a bad manager. With this objective, this course will help students to use advanced analytical techniques to make better decisions and to solve managerial problems manually as well as using Excel Solver or computer software packages.

Course Objectives:

This course has following objectives:

- To apprise students with the construction of mathematical models for managerial decision
- To enable students to analyse critical situations.
- To efficiently interpret the solutions for the particular situation as a responsible manager.
- To enhance students' IT skills by introducing Excel Solver for analysing critical situations.

Pre-requisite: Basic Business Mathematics and Business Statistics

Course Outcomes:

Upon successful completion of this course, the students will be able to:

- Recognize variables useful in problem solving, analysing and taking decisions under uncertainty.
- Identify, formulate and solve Linear Programming Problems both graphically and mathematically.
- Solve optimization problems like transportation and assignment problem mathematically.
- Develop critical thinking and use PERT and CPM techniques to improve decision making.
- Understand the problems occurring in the management and provide an optimal solution for effective decision making.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		8 Hours
Introduction Definition of Operations Research, Model of Operations Research, scientific methodology of Operations Research, scope of Operations Research, importance of Operations Research in decision making, role of Operations management, limitations of Operations Research		
UNIT-II		12 Hours
Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Special cases, Big-M method and Two-phase method; Duality (emphasis on formulation & economic interpretation)		
UNIT-III		12 Hours
Transportation Problem: Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method; Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes. Assignment Problem: Hungarian Method- simple problems		
UNIT IV		10 Hours
Network Analysis: Basic Concept, Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), probability consideration in PERT, Time-Cost optimization in Project.		
Text Books:		
1.	N. D. Vohra, "Quantitative Techniques in Management", Tata McGraw Hills Publishing Company Ltd., 5 th Edition, 2017.	
2.	V. K. Kapoor, "Operations Research", Sultan Chand & Sons, 2017.	
3.	J. K. Sharma, "Operations Research: Theory and Applications", Macmillan India Ltd., 5 th Edition, 2012.	
Reference Books:		
1.	Hamdy A. Taha, "Operations Research: An Introduction", Pearson Education, 10 th Edition, 2017.	
2.	S. Kalavathy, "Operations Research", Vikas Publishing House, 4 th Edition, 2013.	
3.	Frederick Hillier and Gerald Lieberman, "Introduction to Operations Research: Concepts and Cases" Tata McGraw Hill, 9 th Edition, 2012.	
4	R. Paneerselvam, "Operations Research", Prentice Hall of India, 2019.	
5	Frederick Hillier and Gerald Lieberman, "Introduction to Operations Research" "McGraw Hill, 11 th Edition	

INTERNATIONAL FINANCIAL MANAGEMENT	
Course Code: BMS-307	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analysing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.

Course Objectives: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in the international environment. This course will help them to manage MNCs in a more effective manner.

Pre-requisite: Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Familiarize with international financial transactions and Operational aspects of foreign exchange markets.
- Understand forex market, participants, exchange rates determination, international arbitrage, foreign exchange risks and its management and international capital market.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I	10 Hours
Introduction: concept of international trade, International Business, International Finance and differences among them. Theories of International trade, international trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank	
UNIT-II	11 Hours
Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates. Exchange Rate determination and Forecasting Purchasing power parity and Interest rate parity, exchange rate forecasting model- forward rate, the Demand- Supply, monetary approach, Asset approach and portfolio balance approach.	
UNIT-III	11 Hours
Foreign Exchange Exposures: Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Eurobonds and Foreign bonds.	
UNIT IV	10 Hours
International Investment Management: International Portfolio Investment, International Bond Investing, Strategies for Direct Investment, Bond Investment and Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk, Post expropriation policies. Multinational Working Capital Management	
Text Books	
1.	PG Apte, “International Financial Management”, Tata Mcgraw Hill, 2020.
2.	A. C. Shapiro, “Multinational Financial Management”, Wiley, 2017.
Reference Books	
1.	Henning C.N.W Piggot and W.H. Scott” International Financial Management”, McGraw Hill, International Edition.
2.	Eitan D.K. and A.I. Stene hill, “Multinational Business Cash Finance”, Pearson Education, New Delhi.
3.	Zeneff D. and Zwick, “International Financial Management”, Prentice Hall, International Edition
4.	Buckley, Adrian, “Multinational Finance”, Prentice Hall, New Delhi.
5.	Cheol Eun and Bruce Resnick and Tuugi Chuluun, “International Financial Management”, 9 th Edition

MANAGEMENT OF INVESTMENT BANKING & FINANCIAL SERVICES	
Course Code: BMS-309	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: The objective of this subject is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management. This course will help students to perform valuation of companies & prepare reports on important components of Investment Banking such as Mergers & Acquisitions, Project Finance, IPO Analysis etc.

Course Objectives: The objective of this paper is to explain different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Pre-requisite: Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand banking and financial concepts covered Managing investment in primary market and secondary market.
- Learn Issue Management, Public Issue: classification of companies,
- Learn about Leasing and Hire Purchase, Concepts of leasing, types of leasing etc.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I	10 Hours
Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue.	
UNIT-II	10 Hours
Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, bought out Deals, Post issue work obligations, Investor protection, Broker, sub broker and underwriters.	
UNIT-III	11 Hours
Leasing and Hire Purchase: Concepts of leasing, types of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Instalment, difference between Hire Purchase & Leasing, Factoring and forfaiting. Housing Finance: Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.	
UNIT IV	11 Hours
Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, Credit rating agencies and their methodology, international credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages and securitization.	
Text Books	
1.	M.Y. Khan, "Financial Services", Tata McGraw –Hill, 2019.
2.	H.R. Machiraju, "Indian Financial System", Vikas Publishing House, 2019.
3.	J.C. Verma, "A Manual of Merchant Banking", Bharath Publishing House, 2001.
4.	K. Sriram, "Hand Book of Leasing, Hire Purchase & Factoring", ICFAI, Hyderabad, 1992.
Reference Books	
1.	Zwick Watkins & Mike Wright: "Marketing of Financial Services, Heinemann Professional"
2.	Shanmugham R., "Financial Services" 2nd ed. Wiley Publications
3.	Pathak, B. "Indian Financial System" 4th ed. Pearson Publication
4.	Khan and Jain. "Financial Services" 2nd ed. Tata McGraw Hill

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	
Course Code: BMS-311	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: The decision of allocation and selection of investment assets is based on the trade-off between risk and return, availability of the risk mitigating tools and investment horizon with other parameters. This course will provide the theoretical underpinning of the subject with the implications in the real world. The course will help the participants in developing skills required to conduct assessment of current issues covered by media and specialized journals.

Course Objectives: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to investment and portfolio management.

Pre-requisite: Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Learn to compute historical and expected returns, as well as risk measures and comprehend the importance of the risk-return relationship,
- Define the objectives in constructing and managing a portfolio and learn to create an investment policy statement and also
- Learn how the financial markets operate, how she can invest in different security types matching her client's portfolio objectives and constraint

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis. Expected direction of movement of stock prices with macroeconomic variables in the Indian context.		
UNIT-II		11 Hours
Share valuation: Dividend discount models, Relative valuation models. Technical analysis meaning, assumptions, difference between technical and fundamental analysis; Price and Volume indicators, Dow Theory, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis).		
UNIT-III		10 Hours
Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier optimum portfolio. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive Index funds, systematic investment plans. Active – market timing, style investing.		
UNIT IV		10 Hours
Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes, Performance Evaluation using Sharpe's Treynor's and Jensen's measures.		
Text Books		
1.	D. E. Fischer and R. J. Jordan, "Security Analysis & Portfolio Management", Pearson Education, 2018.	
2.	W. F. Sharpe, G. J. Alexander & J. Bailey, "Investments", Prentice Hall of India, 1998.	
Reference Books		
3.	Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education. Additional Readings:	
4.	Reilly, F. K. & Brown, K.C. "Analysis of Investments and Management of Portfolios", Cengage India Pvt. Ltd.	
5.	Fabozzi, Frank. (2009). Bond Markets, Analysis and Strategies (7th ed.). Prentice-Hall Publishing	

CONSUMER BEHAVIOUR	
Course Code: BMS-313	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: This course is an introduction to the world of consumer behaviour. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behaviour in the marketplace. In this course, the student will explore how perceptions, learning, memory, personality, and attitudes influence consumption behaviour, how consumption changes during one's life cycle, and how powerful cultural and sub cultural influences are on consumers.

Course Objectives: The course on Consumer Behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyze consumer information and develop consumer behaviour-oriented marketing strategies.

Pre-requisite: Basics of Marketing Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Acquire an understanding of the psychological processes that underlie the effectiveness of marketing strategy in terms of impact on consumer behaviour and also
- Acquire a knowledge base that enables critical assessment of current and future metrics, research technologies, and research data output.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.		
UNIT-II		11 Hours
Consumer Needs & Motivation: Characteristics Of motivation, Maslow's hierarchy of needs, McClelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept. Personality & Consumer Behaviour, Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, Perceptual Process, Learning & Consumer Involvement, classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes, Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.		
UNIT-III		11 Hours
Group Dynamics & consumer reference groups: types of reference groups, factors affecting reference group influence, reference group influence on products & brands, Family & Consumer Behaviour, Social Class & Consumer behaviour, Culture & Consumer Behaviour: introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.		
UNIT IV		10 Hours
Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process, Purchase decision rules, post-purchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model, Engel, Kollat Blackwell Model, Sheth Newman Gross Model of Consumer Values		
Text Books		
1.	L.G. Schiffman & L. L. Kanuk, "Consumer Behaviour", Prentice Hall Publication, 3rd ed., 2019	
2.	M. R. Solomon, "Consumer Behaviour – Buying, Having and Being", Pearson Prentice Hall, 2017.	
3.	R. D. Blackwell, P. W. Miniard, & J. F. Engel, "Consumer Behaviour", Cengage Learning, 10th ed., 2018.	
Reference Books		
1.	Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar, Pearson, Latest Edition. Reference Books 1. Consumer Behavior - Insights from Indian Market Majumdar Ramanuja, PHI, 2nd Edition. 2.	

2.	Loudon and Bitta "Consumer Behaviour, Concepts and Applications", TMH, Latest Edition
3.	Peter, J.P. and Olson "Consumer Behaviour and Marketing Strategy", TMH, Latest Edition
4.	Blackwell and Engel, "Consumer Behavior", Cengage Publication, Indian Edition.
5.	Solomon, "Consumer Behaviour: Buying, Having and Being", Pearson, 13 th Edition

PERSONAL SELLING & SALES FORCE MANAGEMENT	
Course Code: BMS-315	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management.

Course Objectives: To help students differentiate the nuances of personal, organizational and personal selling.

Pre-requisite: Basics of Marketing Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand Personal Selling and functions of a sales person,
- Understand qualities of an effective Sales Person;
- Understand Personal Selling situations and managing sales effectively.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Introduction: Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.		
UNIT-II		10 Hours
Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.		
UNIT-III		11 Hours
The Selling Process: Pre approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.		
UNIT IV		11 Hours
Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.		
Text Books		
1.	Still, Cundiff & Govani, “Sales Management”, Prentice Hall of India, 2017.	
2.	C. Futrell, “Fundamentals of Selling”, McGraw Hill, 13th ed., 2013.	
Reference Books		
3.	Richard Rstill, Edward W. Cundiff “Sales Management”. Prentice Hall.	
4.	Gini Graham & Scott “Building a Winning Sales Team”, I Universe, 2007	
5.	Richard M. Hill “Industrial Marketing” McGraw Hill.	
6.	Tom Reilly “Value added selling” McGraw Hill, 2007.	
7.	Thomas “Sales Management” Prentice Hall of India.	

ADVERTISING & BRAND MANAGEMENT	
Course Code: BMS-317	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: The course primarily aims at imparting the student with basics of the advertising sale along with detailed aspects of brand management promotion. The course contains subjects that deal with the manner by which students can understand how business institutes get the establishment to underway the different ways of achieving these measures. The course enables the candidates by a proper balance of the practical exposure and theoretical concepts.

Course Objectives: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Pre-requisite: Basics of Marketing Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Develop a key of advertising and brand communication skills focusing on creative practice underpinned by strategic thinking.
- Develop skills like an exciting mix of creative practice, theory and marketing, live briefs, team projects and research identifying changing markets, trends, target audiences and customer needs.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	30	--	--

Contents:

UNIT-I		10 Hours
Advertising need & importance: Definition growth of modern advertising, advertising the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy		
UNIT-II		11 Hours
How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement		
UNIT-III		10 Hours
Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous		
UNIT IV		11 Hours
Management of sales promotion: Importance need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes. Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process. Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning. Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer. Brand equity, brand personality, brand image, managing brands over time. Integrating advertising and brand management		
Text Books		
1.	William Arens and Michael Weigold and Christian Arens,” Contemporary Advertising” 16th edition, 2020, McGraw Hill	
2.	Wells, Moriarity & Burnett, “Advertising Principles & Practices”, Prentice Hall, 7th Ed., 2009.	
Reference Books		
1.	Kevin Lane Keller, “Building Measuring and Managing Brand Equity”, Pearson, 2019	
2.	David Aaker “Brand Management”, Free Press.	

3.	Chunawalla, Sethia, "Advertising", Himalya Publishing, 2011.
4.	Belch and Belch, "Advertising and Promotion"., Tata McGraw Hill, 2011

HRD: SYSTEMS & STRATEGIES	
Course Code: BMS-319	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: The objective of the course is to make students aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Course Objectives: The course gives an overview of the need for HRD and HRD practices which can develop and improve an organization's systems and strategies leading to an optimal HRD climate.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Learn to use the power of human resources as an asset as they have a detailed knowledge of how the human resource development system works and
- Learn How HRD Systems & Strategies can be integrated in the growth of a big company.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.		
UNIT-II		11 Hours
HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs. HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.		
UNIT-III		10 Hours
HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.		
UNIT IV		10 Hours
Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD		
Text Books		
1.	T. V. Rao and U. Pareek, "Designing and Managing Human Resource Systems", Oxford and IBH Publication Ltd, 2015.	
2.	R. P. Lynton, and U. Pareek, "Training for Development", Vistaar publication, 2011.	
3.	J. M. Werner, R. L. DeSimone, "Human resource development", South Western, 2012.	
Reference Books		
1.	Kandula, R. Srinivas, "Strategic Human Resource Development", Prentice Hall of India.	
2.	Ishwar Dayal, "Designing HRD systems", Concept Publishing Company	
3.	T.V. Rao, Readings in Human Resource Development, Oxford and IBH publishing Co. Ltd.	

TRAINING & DEVELOPMENT	
Course Code: BMS-321	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

Course Objectives: To Familiarize the students with the concept and practice of training and development in the modern organizational setting.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the role of training and development in human resources management and also
- Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I	11 Hours
Organization vision plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training, Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.	
UNIT-II	10 Hours
Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge-based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e- training.	
UNIT-III	10 Hours
Management Development Programme Methods: -Understudy, Coaching, Action Learning, Roleplay, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.	
UNIT IV	11 Hours
Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peace-making Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD	
Text Books	
1.	Lynton and Pareek, “Training and Development”, Sage Publications, 2011
Reference Books	
1.	Blanchard and Thaker, “Effective Training, Systems, Strategies and Practices”, Prentice Hall
2.	S. K. Bhatia, “Training & development”, Deep Publishers, 2008.
3.	Gary Dessler, “Human Resource Management”, Prentice Hall.
4.	Rolfand P. Udai, “Training & Development”, Prentice Hall, 1992
5.	Raymond Noe, “Employee Training and Development”, McGraw Hill, 8 th Edition

MANAGEMENT OF INDUSTRIAL RELATIONS	
Course Code: BMS-323	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship. This subject describes the different layers of industries and the worker participation in industries at different levels. The course will also teach you about the different Trade union acts.

Course Objectives: To acquaint students with concepts of Industrial Relations and various legislation related to Labour Welfare and Industrial Relations.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the importance of industrial relation, Collective Bargaining Mechanism, Parties and role in Industrial Relations and Labour Legislation aspects
- Understand rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, Worker's employers and government, trade unions, objectives collective bargaining.		
UNIT-II		11 Hours
Worker's participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles. Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing)		
UNIT-III		11 Hours
Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965. The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.		
UNIT IV		10 Hours
The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees' Pension Scheme and Employees State Insurance Act 1948.		
Text Books		
1.	S. C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, 2019.	
2.	T. N. Chhabra, "Industrial Relations and Labour Laws", Dhanpat Rai Publishing House, 2015.	
Reference Books		
1.	Dressler, "Dynamics of Industrial Relations in India", Himalaya Publishing House	
2.	Venkataraman, C.S., "Indian Industrial Relations," National Institute of Personnel Management	
3.	Sharma A.M, "Aspects and legal frame work of Industrial Relation", Himalaya Publisher	

INTERNATIONAL TRADE POLICY & STRATEGY	
Course Code: BMS-325	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: This course analyses the interdependence that arises from international trade in goods and services. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

Course Objectives: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the most widely used international business terms and concepts,
- Identify the role and impact of political, economic, social and cultural variables in international business and analyse international business from a multi-centric perspective, avoiding ethnocentrism.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt.		
UNIT-II		10 Hours
The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organization), Regional Trade Blocks and Trade Agreements.		
UNIT-III		10 Hours
India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones.		
UNIT IV		11 Hours
Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of Southeast Asian Nations).		
Text Books		
1.	P.R. Krugman, M. Obstfeld and M. Melitz, International Economics, Pearson Education, 2018.	
2.	B. Debroy, D. Chakraborty and D. Chakraborty, "The Trade Game: Negotiation trends at WTO and concerns of developing countries, New Delhi: Academic Foundation", 2006.	
3.	D. E. Connor, "Encyclopaedia of the Global Economy: A guide for students and researchers", New Delhi: Academic Foundation, 2006.	
Reference Books		
1.	Hazari, R. Bharat, "Micro Economic Foundations of International Trade", Croom Helm	
2.	Mannur, H.G., "International Economics", Vikas Publishing House New Delhi	
3.	Letiche, John M., "International Economics: Policies and Theoretical Foundations"	

GLOBAL BUSINESS ENVIRONMENT	
Course Code: BMS-327	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: This course is a broad survey of the field of international business and provides the foundations for further specialisation in this field. It will begin with a brief overview of international business, focused on the concept of globalisation. The course will then examine the environment for international firms, particularly the political, social and economic configurations that support cross-border commerce. Amongst others, we will look at the role of national policies and cultures, the evolution of international markets in goods, services and finance, and the super national mechanisms and infrastructures for trade, investment and finance.

Course Objectives: To get the students acquainted with the present economic environment in India and abroad. To enable the students to understand the various issues involved in the macro management of the economy.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Identify the main features of the international business environment and its main institutions,
- Analyse the political, social, economic, technological and other configurations that support cross-border trade and
- Apply an understanding of the nature of the multinational firm as an institutional structure for the conduct of cross-border trade and investment.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I	10 Hours
Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India.	
UNIT-II	10 Hours
Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications.	
UNIT-III	11 Hours
Structure of Indian Economy: Growth Strategy plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development.	
UNIT IV	11 Hours
Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India	
Text Books	
1.	B. Jalan, "The Indian Economy: Problems and Prospects", Penguin, 2012.
2.	V.K. Puri, "Indian Economy", Himalya Publishing House, 2020.
Reference Books	
1.	Bhattacharya, B., "Going International: Response Strategies of the Indian Sector", Wheeler Publishing, New Delhi
2.	Czinkota, Michael R., et. al., "International Business", the Dryden Press, Fortworth
3.	Griffin, Ricky W. and Pustay, Michael W, "International Business: A Managerial Perspective", Addison Wesley
4.	Hill, Charles W. L., "International Business", McGraw Hill
5.	Charles Hill, "Global Business Today", McGraw Hill, 12 th Edition

TRANSNATIONAL & CROSS-CULTURAL MARKETING	
Course Code: BMS-329	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

Introduction: The aim of the course is to give students knowledge and comprehension for understanding the relevance of culture to marketing and the strategic opportunities and challenges arising in culturally diverse and dynamic contexts. The course provides students with competencies to identify the role of culture in marketing and adopt a cultural approach to marketing that takes into account the complexity of the culture concept.

Course Objectives: The purpose of this paper is to provide an understanding of the impact of cultural differences on global marketing. The methods of price decisions in international markets shall also be taught

Pre-requisite: None

Course Outcomes: Having successfully completed this course the student will be able to:

- Understand the implications of the globalization of business for effective management and
- Exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business and travel

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.		
UNIT-II		11 Hours
Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on the internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.		
UNIT-III		10 Hours
Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labelling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.		
UNIT IV		10 Hours
Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing		
Text Books		
1.	P. R. Cateora and J. L. Graham, “International Marketing”, Tata McGraw Hill, 17th Ed., 2020.	
2.	F. Cherunilam, “International Marketing”, Himalaya Publishing House, 2021.	
Reference Books		
1.	Bhattacharya, B., “Export Marketing Strategies for Success”, policy Press, New Delhi	
2.	Cateora, Phillip R. and John L. Grahm, “International Marketing,”, Irwin McGraw Hill, Boston,	
3.	Jain, Subash C., “International Marketing Mana gement”, South Western College Publishing – International Thompson Publishing Company. Cincinnati,	
4.	Fair-weather, John International Marketing, Prentice Hall of India Private Ltd. New Delhi	

SYLLABUS

SIXTH SEMESTER

PROJECT MANAGEMENT	
Course Code: BMS-302 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 6

Introduction: The aim is to provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

Course Objectives: The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Strengthen the foundations of the analytical approach to Project Planning & Management,
- Understand project preparation, understand the history, approaches, framework and processes of projects.
- Understand the project financing and implementation.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Introduction: Project Management: Objectives, Importance, Tools and Techniques. Project Team, Roles and Responsibilities of Project Manager, Project Life Cycle, Classification of Projects. Project Management Process and Project Selection: Strategic Position and Action Evaluation, Project Selection Methods, Project Selection Criteria. Generation and Screening of Project Ideas.		
UNIT-II		10 Hours
Technical Analysis: Selection of Locations, Technology Selection, Market Analysis: Conduct of Market Survey, Characterization of Market, Market Planning (Introductory aspects only). Probability of Completing the project within given time, Project Cost Analysis, Project Crashing (Simple problems only).		
UNIT-III		10 Hours
Financial Estimates and Projections: Feasibility Study: Types, Steps of Feasibility Study, Importance and Steps of Financial Feasibility, Components of Cost of Project and Its Estimation (Introductory aspects only). Financing of Projects: Capital Structure, Sources of Long-term Finance, Debt Financing, Characteristics of Debt, Types of Debts, Equity Financing, Preferential Shares, Equity Shares, Retained Earnings, Short-term Sources for Working Capital, Newer Sources of Finance, Venture Capital.		
UNIT IV		11 Hours
Project Evaluation and Control: Project Monitoring and Controlling, Project Evaluation, Post Project Evaluation (Post Audit), Abandonment Analysis. Social Cost Benefit Analysis, Risk Analysis, Managing Risk. International Project Management: Introduction, Types, Risk, Process and Financing. Emerging Concepts and Issues in Project Management: Role of Information Technology.		
Text Books		
1.	C. Prasanna, "Projects: Planning, Analysis, Financing, Implementation and Review", Tata McGraw Hill Publishing Company Limited, 2019.	
2.	K. Nagarajan, "Project Management", New Age International Limited, Publishers, 2020.	
3.	R. Panneerselvam, P. Senthil Kumar, "Project Management", PHI Learning, 2013.	
4.	S. N. Maheshwari, "Financial and Management Accounting", Sultan Chand & Sons, 2019.	
Reference Books		
1.	K. P. Jeffrey, "Project Management: Achieving Competitive Advantage", Pearson Education, 2012.	

2.	V. Desai, "Project Management", Himalaya Publishing House, 2013.
3.	Mohsin M. - Project Planning and Control, Vikas Publication
4.	Goyal BB – Project Management: A Development Perspective, Deep & Deep
5.	Chaudhary, S – Project Management, Tata Mc Graw Hill
6.	Erik Larson and Clifford Gray, (2020), "Project Management: The Managerial Process", 8th edition, McGraw Hill
7.	Newton (2016), "Project Management Step by Step: How to plan and manage highly successful project (2nd edition)

INTERNATIONAL BUSINESS MANAGEMENT	
Course Code: BMS-304 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 6

Introduction: The goal of this program is to enhance students with business education. This course provides students Strategy making and International Business. Students centred learning focuses on skills and practices that enable lifelong learning and independent problem-solving. During the course the students are given hands-on experience by working on various case studies, projects and presentations. The course equips students to understand how organisations work, how they are managed, and sensitise students towards national and international environments.

Course Objectives: The basis objective of this course is to provide understanding to the students with the global dimensions of management.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand and explore the various drivers and patterns of international business activity
- Examine the various forms of international business activity, international business strategies for going global and key managerial issues.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and Opportunities Nature, Meaning and Importance of International Competitive Advantage, Multidimensional view of Competitiveness Financial. Perspectives: International Monetary Systems and Financial Markets, IMF, World Bank, IBRD, IFC, IDA, Existing International Arrangements; Globalization and Foreign Investment- Introduction FDI, national FDI Policy Framework, FPI.		
UNIT-II		10 Hours
Globalization: Impact of Globalization, Technology and its Impact, Enhancing Technological Capabilities, Technology Generation, Technology Transfer, Diffusion, Dissemination and Spillovers, Rationale for Globalization, Liberalization and Unification of World Economics, International Business Theories, Trade Barriers- Tariff and Non-Tariff Barriers.		
UNIT-III		10 Hours
Strategy making and International Business: Structure of Global Organizations, Types of Strategies used in Strategic Planning for achieving Global Competitive Advantage, Meaning, Concept and scope of Distinctive Competitive Advantage, Financial Integration, Cross border Merger and Acquisitions.		
UNIT IV		11 Hours
Socio Cultural Environment- Managing Diversity within and across Cultures, Country Risk analysis, Macro Environmental Risk Assessment, Need for Risk Evaluation; Corporate governance, Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications. Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, motivating employees in the global context and managing groups across cultures, Multicultural management.		
Text Books		
1.	C. Tamer, K. Gary, “International Business: Strategy, Management and the New Realities”, Pearson Education, 2012.	
2.	K. Aswathappa, “International Business”, McGraw Hill Education, 2020.	
3.	P. K. Sinha, “International Business Management”, Excel Books, 2012.	
4.	S. Singh, “International Business”, Galgotia Publishing Company, 2018.	
Reference Books		
1.	Charles W. L. Hill, G. Tomas M. Hult, “International Business” Tata Mcgraw Hill, Latest Edition	
2.	John d. Daniels, Daniel P. Sullivan, Prashant Salwan, Lee H. Radebaugh, “International Business”, Pearson	

PROJECT APPRAISAL	
Course Code: BMS-308	Credits: 4
Contact Hours: L-3T-1P-0	Semester: 6
Course Category: DEC	

Introduction: To familiarize students how the business organizations apply Economics principles in decision making, how to do analyses of a project with the help of various appraisal techniques.

Course Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Pre-requisite: Basics of Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the project appraisal techniques
- Understand the project financing and implementation.
- Familiarize with the project appraisal techniques
- Understand the project financing and implementation.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Appraisal: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/ commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective		
UNIT-II		10 Hours
Market Analysis: Market analysis of a project, need for market analysis, Demand and supply analysis, Collection analysis, primary / secondary data, Forecasting techniques. Technical appraisal of a project, Business and Technology Acquisition and management of technology.		
UNIT-III		11 Hours
Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Merles Approach, Project Appraisal of Indian Plans.		
UNIT IV		11 Hours
Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - ff / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis.		
Text Books		
1.	Chandra, Prasanna “Projects: Planning, Analysis, Selection, Financing, implementation and Review” McGraw Hill, 2017.	
Reference Books		
1.	Choudhary “Project Management”, Tata McGraw Hill Pub	
2.	Clifford F Gray “Project Management: The Managerial Process (Special Indian Edit.)” Oregon State University.	
3.	C. Prasanna, “Project Preparation Appraisal Budgeting and Implementation”, Tata McGraw, 1987.	
4.	Prof. Rashmi Agrawal & Dr. Yogieta S Mehra, “Project Appraisal & Management”, Taxmann	
5.	Sitangshu Khatua, “Project Management and Appraisal”, Oxford University Press	

BUSINESS ANALYSIS & VALUATION	
Course Code: BMS-310	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: The objective of this course is to familiarize the students with the basic valuation, management tools with emphasis on application to Business and Economic situations.

Course Objectives: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

Pre-requisite: Basics of Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Build spreadsheet financial models for complex business Decisions in the area of Investment Banking, Equity Research, Business valuation, Project Finance, Portfolio Construction, Investment Banking, Market and Credit Risk Analysis and make sound Financial Decisions.
- Learn to write report on the overview of different sectors such as IT, Oil & Gas, Telecom, Retail etc.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.		
UNIT-II		10 Hours
Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model		
UNIT-III		11 Hours
Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates-cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life		
UNIT IV		11 Hours
Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options		
Text Books		
1.	G. Foster, "Financial Statement Analysis", Pearson Education Pvt Ltd, 2nd ed., 2019.	
2.	A. Damodaran, "Damodaran on Valuation, Security Analysis for investment and Corporate Finance", Wiley India Pvt. Ltd, 2nd ed., 2008.	
3.	P. Chandra, "Corporate Valuation and Value Creation", 1st ed. Tata McGraw Hill, 2011.	
Reference Books		
1.	Krishna G. Palepu, Paul M. Healy, and Victor L. Bernard, "Business Analysis and Valuation "Text and cases, Thomson Learning.	
2.	Erik Peek ,Paul Healy , Krishna Palepu "Business Analysis and Valuation", IFRS	

FINANCIAL MODELLING & DERIVATIVES	
Course Code: BMS-312	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: with this course students will develop the financial modeling skills used in the application of financial theory to practical problems with application of Excel spreadsheet functions.

Course Objectives: To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Pre-requisite: Basics of Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand application of financial modelling using excel.
- Acquire the necessary skills to value and to employ options, futures, and related financial contracts and study some important applications.
- Learn the techniques of Pricing of Options.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Introduction to Modeling: Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox, Understanding Finance Functions present in Excel, Sensitivity Analysis using Excel: goal seek, data table, Scenario Manager.		
UNIT-II		10 Hours
Developing and Forecasting through Models: Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analysing, Financial Statements by using Spreadsheet Model, Determining Project Viability, Risk Analysis in Project Appraisal.		
UNIT-III		11 Hours
Financial Derivatives: Introduction, various underlying and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.		
UNIT IV		11 Hours
Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them		
Text Books		
1.	Simon B “Financial modeling”, MIT press, (2nd Ed.), 2000.	
2.	John Tjia, “Building Financial Models”, McGraw-Hill, 2009	
3.	J. C. Hull, “Options, Futures and Other Derivatives”, Pearson Education, 9th ed., 2015.	
Reference Books		
1.	S.L. Gupta “Financial Derivatives- Theory, Concepts and Problems”, Prentice Hall, 2005	
2.	Vijay Bhaskar P. & Mohapatra L. Gupta, “Derivatives Simplified”, Sage Publications, 2002.	
3.	Rajiv Srivastav “Derivatives and Risk Management”, OUP, 2014.	
4.	Winston W. “Microsoft Excel 2013 Data Analysis and Business Modeling”, Microsoft Press, 2013.	
5.	John S. Tjija, “Building Financial Models”, McGraw-Hill	
6.	Gujarati D.E., (2010), “Essentials of Econometrics”, (4th Ed.), McGraw Hill	

STRATEGIC CORPORATE FINANCE	
Course Code: BMS-314	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: The course provides necessary knowledge in evaluating different management decisions about corporate finance and value. It will enable the students to analyze and solve a wide range of financial problems in a strategic business context, use analytical and quantitative tools to support decision-making processes

Course Objectives: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in a better manner.

Pre-requisite: Basics of Financial Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the idea of strategic corporate finance.
- Understand, analyse and manage financial problems.
- Learn Valuing Real assets in the presence of risk, tracking portfolios and Real Asset valuation and Different Approaches of Valuing Real Assets
- Understand Financial Distress and Restructuring

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Introduction to strategic corporate finance: Strategy: Definition, significance and types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: types and significance, Strategic cost reduction techniques. Alternative sources of project financing.		
UNIT-II		11 Hours
Management/Vendor Buy-In/Outs: Establishing feasibility of the buy-out, Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options.		
UNIT-III		10 Hours
Financial Distress and Restructuring: Bankruptcy- Definition and reasons, reorganization of distressed firms, liquidation of firms. Types of Company disposals. Exit strategy- identifying exit route, valuation, timing of sale and tax planning opportunities. Fundraising: sources of capital, determining capital structure, cost of capital and cost saving strategy, production of a business plan. Financial Due Diligence.		
UNIT IV		10 Hours
Company Valuation: An overview of valuation, principles and practices, financial and commercial factors affecting the business. Value enhancement tools & techniques: managing credit ratings, setting dividend and share repurchase policy, stock liquidity issues. Substitutability of capital structure, risk management choices- process control efforts, financial, physical, and operational hedging, value-based management.		
Text Books		
1.	A. Damodaran, “Corporate finance theory and practice”, John Willey & sons, Inc, 4th Ed., 2014.	
2.	G. P. Jakhota, “Strategic Financial Management”, Vikas Publication, 2000.	
Reference Books		
1.	Stephen A Ross, Westerfield & Jordan, “Fundamental of Corporate Finance”, Tata McGraw Hill Publication	
2.	Vanhorne James C, “Financial Management & Policy”, TMH Publication	
3.	Brealy, Myes, Allen & Mohanty, “Principal of Corporate Finance”, TMH Publication	
4.	Vishwanath S.R., “Corporate Finance- Theory and Practice”, A division of Sage Publications	
5.	Alastair Day , ‘Mastering Financial Modelling in Microsoft Excel 3rd edn: A Practitioner's Guide to Applied Corporate Finance”, 3rd Edition, Pearson	

RETAIL MANAGEMENT	
Course Code: BMS-316	Credits: 4
Contact Hours: L-3 T-1P-0	Semester: 6
Course Category: DEC	

Introduction: To give students a basic outline of concepts of retailing, market segmentation and its benefits, kinds of markets, definition of retail strategy, strategy for effective market segmentation, strategies for penetration of new markets, growth strategies, retail value chain. To familiarize students with these key concepts Factors influencing retail prices

Course Objectives: The primary objective of the course is to develop student's marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Pre-requisite: Basics of Marketing Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the nature and importance of retail management,
- Understand various kinds of retail formats and
- Learn the role of marketing, finance, IT, supply chain in formulation of retail strategies.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.		
UNIT-II		11 Hours
Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & non-traditional selling. Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.		
UNIT-III		11 Hours
Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing. Retail Merchandising: Buying function, Markups Markdown in merchandise management, shrinkage in Retail merchandise management. Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.		
UNIT IV		10 Hours
Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/ Store, Store Maintenance, Store Security.		
Text Books		
1.	A. Newman and P. Cullen, “Retailing – Environment & Operations”, Cengage Learning EMEA, 2006.	
2.	B. Berman and J.R. Evans, “Retail Management”, Prentice Hall, 2018.	
Reference Books		
1.	David Gilbert “Retail Marketing Management”	
2.	Andrew Newman & Peter Cullen “Retailing: Environment & Operations”	
3.	K.V.S. Madan “Fundamentals of Retailing “	
4.	Piyush K Sinha & Dwarika P. Uniyal “Managing Retailing”.	
5.	Berman B., Evans J. R. and Mathur, M. (2011), “Retail Management, Pearson Education.	
6.	Levy M., Weitz B.A and Pandit A. (2012), “Retailing Management”, Tata McGraw, latest edition	

SUPPLY CHAIN MANAGEMENT	
Course Code: BMS-318	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: This course is designed to help the students understand the role of supply chain (SC) in improving the efficiency of a network of organizations across the entire value chain right from sourcing of inputs to the retailing of final products with a view to delivering improved value to the customers. It would highlight the linkage of supply chain management (SCM) with Strategy, Operations, Marketing, Finance etc. so that the students can better appreciate the course in the backdrop of all functional domains

Course Objectives: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Develop an understanding of the role of supply chain in an organization and the significance of supply chain strategy in overall business.
- Understanding the suitability of different types of inventory models under different situations in the context of a supply chain,
- Develop an appreciation about the need of sustainable supply chain management and the relevant framework to adopt the same.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment. Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.		
UNIT-II		10 Hours
Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.		
UNIT-III		10 Hours
Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.		
UNIT IV		11 Hours
Strategic Alliances, third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.		
Text Books		
1.	J. B. Ayers, “Handbook of supply chain management”, 2nd ed., Florida: Auerbach Publication, 2006.	
2.	R. H. Ballou and S. K. Srivastava, “Business logistics and supply chain management”, 5th ed., New Delhi: Pearson Education, 2008	
3.	S. Chopra and P. Meindl, “Supply chain management: Strategy, planning and operation”, 3rd ed., New Delhi: Pearson Education, 2019.	
Reference Books		
1.	Sarika Kulkarni: “Supply Chain Management”, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd.	
2.	Krishnaveni Muthiah,” Logistics Management & World Sea borne Trade”, Himalaya Publishing House, Mumbai, 1999	
3.	Gwynne Richards “Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse”	
4.	Christopher, M., “Logistics & Supply Chain Management”, (5th Ed.), Pearson Education.	
5.	Winser, J.D, Leong, G-K, Tan, K-C (2019), “Principles of SCM - A Balanced Approach”, Cengage Learning.	

MARKETING OF SERVICES	
Course Code: BMS-320	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: To introduce basic marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed.

Course Objectives: The course is designed to equip students with the knowledge of marketing of all types of services.

Pre-requisite: Basics of Marketing Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the process by which value is created in service businesses, learning and mapping of consumer response to service buying situations
- Understanding quality concept, measurement and implementation processes in services.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
The emergence of the service economy: contributory factors, consumption pattern analysis, economic transformation, unique aspects of services: goods, services, products, managerial challenges.		
UNIT-II		10 Hours
Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis. Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.		
UNIT-III		11 Hours
Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis		
UNIT IV		11 Hours
Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and lifetime value Service industries: insurance, banking, air transportation, courier, education etc.		
Text Books		
1.	R. P. Fisk, S. J. Grove and J. John, "Interactive services marketing. New York. Houghton Mifflin, 2014.	
2.	Rajendra Nargundkar "Services Marketing"; Tata Mc Graw Hill, 2010	
Reference Books		
1.	Christopher H. Lovelock and Chatterjee "Services Marketing", Pearson Books	
2.	Valarie A. Zeithami, Mary Jo Bitner "Services Marketing"	
3.	Govind Apte "Services Marketing", Oxford Univ. Press	
4.	R. Shanker, "Services Marketing: The Indian perspective", Excel Books, 2002.	
5.	Lovelock C. H., Wirtz, J. and Chatterjee, J., "Services Marketing: People, Technology, Strategy", (latest edition), Pearson Education.	

INTERNATIONAL MARKETING	
Course Code: BMS-322	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: Identify the issues related to design and implementation of International Marketing Strategy. How to Relate and analyze factors affecting international marketing environment, key issues Analyze the issues and challenges related to market entry and expansion strategies into foreign markets. Develop strategies for international markets.

Course Objectives: The course is designed to equip students with the knowledge of international marketing concepts.

Pre-requisite: Basics of Marketing Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Develop basic vocabulary and understanding of marketing in a global environment,
- Understanding of different markets and cultures as marketing opportunities and evaluate different options of operations in international markets.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Framework of international marketing. Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, international marketing, Definition & concept.		
UNIT-II		10 Hours
Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licensing regulations & Procedures		
UNIT-III		11 Hours
International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing- International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad- overview, merchandising, Trade fairs/exhibition		
UNIT IV		11 Hours
Institutional infrastructure for export in India, Export Assistance. Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment documents, Role of ITPO in export promotion, quality control & pre- shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.		
Text Books		
1.	R.L. Varshney and B. Bhattacharya, “International marketing management”, Sultan Chand & Sons, 2020.	
2.	W.J. Keegan, “Multinational Marketing Management”, Prentice Hall, 2019	
Reference Books		
1.	Francis Cherunilam, “International Marketing”, Himalaya Publishing, 2010	
2.	Vern Terpstra, Ravi S, “International Marketing”, Naper Publishing, 2016	
3.	Cateora and John Graham and Mary Gilly and Bruce Money,” International Marketing”, McGraw Hill	
4.	Czinkota, Michael R., and Ronkainen, Ilkka A, International Marketing, (latest Ed.), Cengage Learning	

PERFORMANCE & COMPENSATION MANAGEMENT	
Course Code: BMS-324	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen the overall analytical skills of students Related to various HR Functions.

Course Objectives: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees for better performance.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Learn the nuances of performance feedback and performance counselling,
- Understand key concepts related to labour market dynamics in determining employee wages, bases of their pay, and executive compensation, that are equitable and competitive as well as cost-effective in attracting and retaining people.
- Understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.		
UNIT-II		10 Hours
Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.		
UNIT-III		10 Hours
Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation from wage and salary to cost to company concept, Comparable worth, broad banding, competency-based pay.		
UNIT IV		11 Hours
Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance, Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry. Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay.		
Text Books		
1.	G. Milkovich, J. Newman and B. Gerhart, "Compensation", McGraw Hill, 2017.	
2.	T. J. Bergman, "Compensation Decision Making", Harcourt, Fort Worth, 2001.	
3.	R. Henderson, "Compensation Management in a Knowledge based world", Prentice Hall, 10th Ed., 2005.	
Reference Books		
1.	Aswathappa, "Human Resource Management", McGraw Hill	
2.	Report of the Second National Commission on Labour (2002): Part III	
3.	Aswathappa, K, "Human Resource Management", 6 th edition, Tata Mcgraw Hill	
4.	Armstrong, Michael & Baron, Angela, "Managing Performance, Performance Management in Action", CIPD Publication	
5.	Berger, L.A. & Berger, L.A., "The Compensation Handbook: A State-of -the -Art Guide to Compensation Strategy and Design", Tata McGraw Hill.	

COUNSELING & NEGOTIATION SKILLS FOR MANAGERS	
Course Code: BMS-326	Credits: 4
Contact Hours: L-3 T-1P-0	Semester: 6
Course Category: DEC	

Introduction: To familiarize with Counselling Skills for Managers, and Negotiation Skills for Managers. It provides a clear and concise account of different aspects of Counselling and Negotiation. What are the key roles and communication and apply them appropriately in the right situation with the expected outcomes?

Course Objectives: The objective of this course is to provide insights into handling behavioural issues at the workplace by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Develop an understanding of different approaches to counselling,
- Identify the goals and process of counselling in the context of work environment by identifying the procedures and skills of counselling
- Understand Gender and Cultural issues in negotiation.
- Develop an understanding of organizational application of counselling, fundamentals of negotiation.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.		
UNIT-II		11 Hours
Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.		
UNIT-III		11 Hours
Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.		
UNIT IV		10 Hours
Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.		
Text Books		
1.	K. Singh, "Counselling Skills for Managers", PHI, 2015	
2.	Rao S N "Counselling and Guidance", Tata Mc Graw Hill, 2017.	
Reference Books		
1.	Lewicki, Saunders & Barry, "Negotiation ", Tata McGraw Hill	
2.	M. Carroll, "Workplace Counselling", Sage Publication, 1996.	
3.	Cohen S, "Negotiation Skills for Managers" Tata Mc Graw Hill.	
4.	Brett, J. M. (2014), "Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries", San Francisco: Jossey Bass.	

CROSS CULTURAL HRM	
Course Code: BMS-328 Contact Hours: L-3T-1P-0 Course Category: DEC	Credits: 4 Semester: 6

Introduction: It would introduce the organizational and social dos and don'ts of different cultures through cross cultural research and theoretical frameworks. Etiquettes would be an important part of this unit, which would educate the students on the gaffes committed in their own social contexts and other cultural contexts

Course Objectives: To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognize its critical issues. The course aims to understand HRM concerns in the cross-cultural scenario.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector;
- Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
- Understand the dynamics of managing people from real-world examples.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofstede's approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.		
UNIT-II		10 Hours
Managing diversity: diversity and organizational culture, approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building.		
UNIT-III		10 Hours
Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation Objectives of expatriate compensation plan. Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy.		
UNIT IV		11 Hours
Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective. International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.		
Text Books		
1.	P. J. Dowling and A. D. Engle, "International HRM", Thomson Learning, 4th Ed., 2013.	
2.	M. J. Browaeys and R. Price, "Understanding cross cultural management", Prentice Hall, 3rd Ed., 2016	
Reference Book		
1.	K Aswathappa, Sadhna Dash, "International Human Resource Management Text and Cases", Tata McGraw-Hill	
2.	G. Hofstede "Cultures Consequence; International Differences in Work related Values", Sage	
3.	Bernardin H. J, and Russell J. E., "Human Resource Management", Irwin-Mc Graw	
4.	Paula Caligiuri, David Lepak, Jaime Bonache, Managing the Global Workforce, John Wiley & Sons Ltd.	

TALENT & KNOWLEDGE MANAGEMENT	
Course Code: BMS-330	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

Course Objectives: To prepare students for talent and knowledge management efforts in organizations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

Pre-requisite: Basics of Human Resource Management

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand best HR practices for talent management and managing talent for teams and organizations.
- Developing an understanding of how to identify talent and create development plans using data. Familiarizing the students with the concepts of Talent and Knowledge Management for e Commerce.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.		
UNIT-II		10 Hours
Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers.		
UNIT-III		11 Hours
Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.		
UNIT IV		10 Hours
Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis		
Text Books		
1.	L. A. Berger, D. Berger, "Talent management handbook", McGraw Hill New York, 2010.	
2.	E. M. Awad and H. M. Ghaziri, "Knowledge management", Pearson education International, 2013.	
Reference Books		
1.	Amrit Tiwana, "The essential Guide to Knowledge Management", Person Education	
2.	Elias M. Awardetc, "Knowledge Management", Pearson Education	
3.	Cheese, Peter, Robert and Elizabeth, "The Talent Powered Organizations", Kogan Page Limited	

INTERNATIONAL DISTRIBUTION & SUPPLY CHAIN MANAGEMENT	
Course Code: BMS-332	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: This course is designed to help the students understand the role of distribution and supply chain (SC) in improving the efficiency of a network of organizations across the entire value chain right from sourcing of inputs to the retailing of final products with a view to delivering improved value to the customers. It would highlight the linkage of supply chain management (SCM) with Strategy, Operations, Marketing, Finance etc. so that the students can better appreciate the course in the backdrop of all functional domains

Course Objectives: To familiarize the students with the essential elements of Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand supply chain management (SCM) with Strategy, Operations, Marketing, Finance etc. so that the students can better identify/appreciate the course in the backdrop of all functional domains.
- Understand Strategic issues in Supply Chain – Strategic Partnership, Logistics Management
- Understand Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Introduction to Supply Chain Management-Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management.		
UNIT-II		11 Hours
Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing and Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third-Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL (Fourth Party Logistics), Reverse Logistics.		
UNIT-III		10 Hours
Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade- offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.		
UNIT IV		11 Hours
Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies, Design of Supply Chains.		
Text Books		
1.	A. Rushton, P. Croucher and B. Peter Baker, “Handbook of Logistics and Distribution Management”, Kogan Page Pub. 6th Ed., 2010.	
2.	M. Christopher, “Logistics and Supply Chain Management”, Pearson Education, 5th Ed., 2016.	
Reference Book		
1.	David J. Bloomberg, “Stephen LeMay & Logistics”, Prentice-Hall of India Pvt Ltd., Joe B. Hanna	
2.	Sarika Kulkarni: “Supply Chain Management”, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd.	
3.	Krishnaveni Muthiah,” Logistics Management & World Sea borne Trade”, Himalaya Publishing House, Mumbai, 1999	

INTERNATIONAL ACCOUNTING & REPORTING SYSTEM	
Course Code: BMS-334	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: The Organizations operating in global environment and doing cross border business face challenges in dealing with the accounting processes. This course will focus on providing skills in contemporary International Accounting methodologies and issues.

Course Objectives: To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the course.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand the concept of international accounting, analyze and assess its peculiarities and importance from the perspective of the processes of globalization and integration,
- Assess content of International Financial Reporting Standards (IFRS and peculiarities of alternative accounting and reporting methods).

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.		
UNIT-II		11 Hours
International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.		
UNIT-III		10 Hours
International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.		
UNIT IV		10 Hours
A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.		
Text Books		
1.	Frederick, D.S. Choi and G. Mueller, "International Accounting", Englewood Cliffs. Prentice Hall, 2017.	
2.	H. L. Rudabaugh, S. J. Gray and E. L. Black, "International Accounting and Multinational Enterprises", Wiley Publications, 2005.	
Reference Books		
1.	Arpon Jeffert G & Rade Baugh, Lee H. "International Accounting and Multinational enterprises"	
2.	Gary S.J "International Accounting and Transnational Decisions"	
3.	Shahrokh M Saudagar "International Accounting".	
4.	Rathore, Shiru "International Accounting".	

MULTINATIONAL BUSINESS FINANCE	
Course Code: BMS-336	Credits: 4
Contact Hours: L-3T-1P-0	Semester: 6
Course Category: DEC	

Introduction: The goal is to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate

Course Objectives: The course has been designed to familiarize the students with the International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Get a comprehensive understanding of Globalization and its importance for the Multinational Financial Manager.
- Get Conceptual understanding of the International Monetary System. Functions and how Foreign Exchange Markets work, Theories of Foreign Exchange Rate Movements and International Parity Conditions.
- Understand the Foreign Exchange Risks faced by MNCs.
- Learn to Determine the Cost of Capital and Capital Structure for a Multinational Firm, Problems and Issues in Foreign Investment Analysis, Calculating NPV, IRR and APV for Foreign Investment Decisions.
- Understand the Management of Cash for a Multinational Firm, Techniques of Country Risk Assessment. Significance of the Euro currency Market for Financial Market Intermediation, Raising Funds in International Markets, Structuring a Swap Deal- Interest Rate Swaps and Currency Swaps.

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		11 Hours
Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).		
UNIT-II		10 Hours
The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates		
UNIT-III		10 Hours
Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting Problems and issues in foreign investment analysis.		
UNIT IV		11 Hours
Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.		
Text Books		
1.	C. A. Shapiro, “Multinational Financial Management”, Wiley, 11 th ed. 2019.	
2.	A. Buckley, “Multinational Finance”, 5 th ed., Pearson Education, 2004	
3.	M. Vij, “International Financial Management”, 3 rd ed. Excel Books, N3, 2010.	
4.	M. Levi, “International Finance”, McGraw Hill Inc., 4 th ed., New York, New Delhi, 2005	
Reference Books		
1.	J. Madura, “International Financial Management”, 10 th ed., Cengage Learning, 2009.	
2.	Maurice D. Levi; “International Finance” 5 ^{ed} . Routledge, Taylor & Francis Group.	
3.	Geert J Bekaert and Robert J. Hodrick , “International Financial Management”, Pearson,	
4.	Apte, P.G. (2014), “International Finance Management”, Tata McGraw Hill.	

INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS	
Course Code: BMS-338	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

Introduction: To familiarize the students with the concepts of research. Also, there is much information on Joint Ventures, Mergers and Acquisitions Diversification strategy Costs and benefits of diversification, Mergers and acquisitions, Franchising, alliances, joint ventures and networks

Course Objectives: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post- merger valuation, methods of payment and financing options at global level.

Pre-requisite: None

Course Outcomes: Having successfully completed this course, the student will be able to:

- Understand key concepts of Joint Ventures, Mergers and Acquisitions
- Understand methods of valuation
- Understand Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth

Pedagogy: The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

Contents:

UNIT-I		10 Hours
Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.		
UNIT-II		11 Hours
Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demergers, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.		
UNIT-III		10 Hours
Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination		
UNIT IV		11 Hours
Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.		
Text Books		
1.	M. Gupta, "Contemporary Issues in Mergers and Acquisitions" Himalaya Publishing, 2017.	
2.	S. Sundarsanam, "Creating Value from Mergers and Acquisitions' ", 1st ed., Pearson Education, 2010.	
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