



Hindi Vidya Prachar Samiti's

Ramniranjan Jhunjhunwala College
of Arts, Science & Commerce
(Autonomous College)



Affiliated to

UNIVERSITY OF MUMBAI

Syllabus for the T.Y.BMS

Program: Bachelor of Management Studies.

Course: Management Studies

(Adapted from the Credit Based Semester and Grading System T.Y.BMS Syllabus of University of Mumbai 2018-19)

T.Y.BMS Syllabus Semester V & VI

DISTRIBUTION OF TOPICS AND CREDITS

TY BMS SEMESTER – V

T.Y.BMS SEMESTER V - Elective Course (Finance)

Course	Nomenclature	Credits	Topics
RJCUBMS501A	<i>Investment Analysis & Portfolio Management</i>	3	1. Introduction to Investment Environment 2. Risk - Return Relationship 3. Portfolio Management and Security Analysis 4. Theories, Capital Asset Pricing Model and Portfolio Performance Measurement
RJCUBMS502A	<i>Commodity & Derivatives Market</i>	3	1. Introduction to Commodities Market and Derivatives Market 2. Futures and Hedging 3. Options and Option Pricing Models 4. Trading, Clearing & Settlement In Derivatives Market and Types of Risk
RJCUBMS503A	<i>Wealth Management</i>	3	1. Introduction 2. Insurance Planning and Investment Planning 3. Financial Mathematics/ Tax and Estate Planning 4. Retirement Planning/ Income Streams & Tax Savings Schemes
RJCUBMS504A	<i>Direct Taxes</i>	3	1. Definitions and Residential Status 2. Heads of Income – I 3. Heads of Income – II 4. Deductions under Chapter VI A 5. Computation of Taxable Income of Individuals

T.Y.BMS SEMESTER V - Elective Course (Marketing)

T.Y.BMS Syllabus Semester V & VI

<i>Course</i>	<i>Nomenclature</i>	<i>Credits</i>	<i>Topics</i>
<i>RJCUBMS501B</i>	<i>Services Marketing</i>	3	<ol style="list-style-type: none"> 1. Introduction of Services Marketing 2. Key Elements of Services Marketing Mix 3. Managing Quality Aspects of Services Marketing 4. Marketing of Services
<i>RJCUBMS502B</i>	<i>E-Commerce & Digital Marketing</i>	3	<ol style="list-style-type: none"> 1. Introduction to E-commerce 2. E-Business & Applications 3. Payment, Security, Privacy & Legal Issues in E-Commerce 4. Digital Marketing
<i>RJCUBMS503B</i>	<i>Sales & Distribution Management</i>	3	<ol style="list-style-type: none"> 1. Introduction 2. Market Analysis and Selling 3. Distribution Channel Management 4. Performance Evaluation, Ethics and Trends
<i>RJCUBMS504B</i>	<i>Customer Relationship Management</i>	3	<ol style="list-style-type: none"> 1. Introduction to Customer Relationship Management 2. CRM Marketing Initiatives, Customer Service and Data Management 3. CRM Strategy, Planning, Implementation and Evaluation 4. CRM New Horizons

T.Y.BMS SEMESTER V - Elective Course (Human Resource)

<i>Course</i>	<i>Nomenclature</i>	<i>Credits</i>	<i>Topics</i>
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T.Y.BMS Syllabus Semester V & VI

RJCUBMS501C	<i>Finance for HR Professionals & Compensation Management</i>	3	<ol style="list-style-type: none"> 1. Compensation Plans and HR Professionals 2. Incentives and Wages 3. Compensation to Special Groups and Recent Trends 4. Legal and Ethical issues in Compensation
RJCUBMS502C	<i>Performance Management & Career Planning</i>	3	<ol style="list-style-type: none"> 1. Performance Management – An Overview 2. Performance Management Process 3. Ethics, Under Performance and Key Issues in Performance Management 4. Career Planning and Development
RJCUBMS503C	<i>Talent & Competency Management</i>	3	<ol style="list-style-type: none"> 1. Introduction to Talent Management 2. Talent Management System 3. Contemporary Issues and Current Trends in Talent Management 4. Competency Management and Competency Mapping
RJCUBMS504C	<i>Stress Management</i>	3	<ol style="list-style-type: none"> 1. Understanding Stress 2. Managing Stress – I 3. Managing Stress – II 4. Stress Management Leading to Success

T.Y.BMS SEMESTER V - Core Course

Course	Nomenclature	Credits	Topics
RJCUBMS505	<i>Logistics & Supply Chain Management</i>	4	<ol style="list-style-type: none"> 1. Overview of Logistics and Supply Chain Management 2. Elements of Logistics Mix 3. Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis 4. Recent Trends in Logistics and Supply Chain Management

T.Y.BMS SEMESTER V – Ability Enhancement Course (AEC)

Course	Nomenclature	Credits	Topics
RJCUBMS506	<i>Corporate Communication & Public Relations</i>	4	<ol style="list-style-type: none"> 1. Foundation of Corporate Communication 2. Understanding Public Relations

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			3. Functions of Corporate Communication and Public Relations 4. Emerging Technology in Corporate Communication and Public Relations.
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TY BMS SEMESTER – VI

T.Y.BMS SEMESTER VI - Elective Course (Finance)

<i>Course</i>	<i>Nomenclature</i>	<i>Credits</i>	<i>Topics</i>
<i>RJCUBMS601A</i>	<i>International Finance</i>	3	1. Fundamentals of International Finance 2. Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives 3. World Financial Markets & Institutions & Risks 4. Foreign Exchange Risk, Appraisal & Tax Management
<i>RJCUBMS602A</i>	<i>Innovative Financial Services</i>	3	1. Introduction to Traditional Financial Services 2. Issue Management and Securitization 3. Financial Services and its Mechanism 4. Consumer Finance and Credit Rating
<i>RJCUBMS603A</i>	<i>Project Management</i>	3	1. Introduction to Project Management & Project Initiation 2. Analyzing Project Feasibility 3. Budgeting, Cost & Risk Estimation in Project Management 4. New Dimensions in Project Management
<i>RJCUBMS604A</i>	<i>Indirect Taxes</i>	3	1. Introduction to Indirect Taxation and GST 2. Concept of Supply 3. Registration and Computation of GST 4. Filing of Returns

T.Y.BMS SEMESTER VI - Elective Course (Marketing)

<i>Course</i>	<i>Nomenclature</i>	<i>Credits</i>	<i>Topics</i>
<i>RJCUBMS601B</i>	<i>Brand Management</i>	3	1. Introduction to Brand Management 2. Planning and Implementing Brand Marketing Programs 3. Measuring and Interpreting Brand

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			<i>Performance</i> 4. Growing and Sustaining Brand Equity
<i>RJCUBMS602B</i>	<i>Retail Management</i>	3	1. Retail Management- An overview 2. Retail Consumer and Retail Strategy 3. Merchandise Management and Pricing Managing and Sustaining Retail
<i>RJCUBMS603B</i>	<i>International Marketing</i>	3	1. Introduction to International Marketing & Trade 2. International Marketing Environment and Marketing Research 3. International Marketing Mix 4. Developments in International Marketing
<i>RJCUBMS604B</i>	<i>Media Planning & Management</i>	3	1. Overview of Media and Media Planning 2. Media Mix & Media Strategy 3. Media Budgeting, Buying & Scheduling 4. Media Measurement, Evaluation

T.Y.BMS SEMESTER VI - Elective Course (Human Resource)

<i>Course</i>	<i>Nomenclature</i>	<i>Credits</i>	<i>Topics</i>
<i>RJCUBMS601C</i>	<i>HRM in Global Perspective</i>	3	1. International HRM – An Overview 2. Global HRM Functions 3. Managing Expatriation and Repatriation 4. International HRM Trends and Challenges

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RJCUBMS602C	<i>Organisational Development</i>	3	<ol style="list-style-type: none"> 1. Organisational Development – An Overview 2. Organisational Diagnosis, Renewal and Change 3. OD Interventions 4. OD Effectiveness
RJCUBMS603C	<i>HRM in Service Sector Management</i>	3	<ol style="list-style-type: none"> 1. Service Sector Management- An Overview 2. Managing Human Element in Service Sector 3. Issues and Challenges of HR in Service Sector 4. HRP Evaluation, Attrition, Retention & Globalization
RJCUBMS604C	<i>Indian Ethos in Management</i>	3	<ol style="list-style-type: none"> 1. Indian Ethos – An Overview 2. Work Ethos and Values 3. Stress Management 4. Indian Systems of Learning

T.Y.BMS SEMESTER VI - Core Course

Course	Nomenclature	Credits	Topics
RJCUBMS605	<i>Operation Research</i>	4	<ol style="list-style-type: none"> 1. Introduction to Operations Research and Linear Programming 2. Assignment and Transportation Models 3. Network Analysis 4. Job Sequencing and Theory of Games

T.Y.BMS SEMESTER VI – Ability Enhancement Course (AEC)

Course	Nomenclature	Credits	Topics
RJCUBMS606	<i>Project Work</i>	4	

T.Y.BMS SEMESTER V - Elective Course (Finance)

SEMESTER V (PRACTICAL)		L	Cr
Subject Investment Analysis & Portfolio Management	Paper Code: RJCUBMS501A	60	4
UNIT I		15	
Introduction to Investment Environment			

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<ul style="list-style-type: none"> a) <i>Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives</i> b) <i>Capital Market in India: Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks</i> 		
UNIT II	20	
Risk - Return Relationship		
<ul style="list-style-type: none"> Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta. 		
UNIT III	15	
Portfolio Management and Security Analysis		
<ul style="list-style-type: none"> a) <i>Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</i> b) <i>Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.)</i> 		
UNIT IV	10	
Theories, Capital Asset Pricing Model and Portfolio Performance Measurement		
<ul style="list-style-type: none"> a) <i>Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory</i> b) <i>Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</i> c) <i>Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</i> 		
SEMESTER V (PRACTICAL)	L	Cr
Subject: Commodity & Derivatives Market	Paper Code: RJCUBMS502A	60 4
UNIT I	15	
Introduction to Commodities Market and Derivatives Market		
<ul style="list-style-type: none"> a) <i>Introduction to Commodities Market : Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities</i> b) <i>Introduction to Derivatives Market:</i> 		

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Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.		
UNIT II	15	
Futures and Hedging		
<ul style="list-style-type: none"> a) Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model b) Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge 		
UNIT III	15	
Options and Option Pricing Models		
<ul style="list-style-type: none"> a) Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies b) Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model 		
UNIT IV	15	
Trading, Clearing & Settlement In Derivatives Market and Types of Risk		
<ul style="list-style-type: none"> a) Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement b) Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN 		

SEMESTER V (PRACTICAL)	L	Cr
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T.Y.BMS Syllabus Semester V & VI

Subject: Wealth Management	Paper Code: RJCUBMS503A	60	4
UNIT I		14	
Introduction			
<ul style="list-style-type: none"> a) Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager b) Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. c) Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent. 			
UNIT II		16	
Insurance Planning and Investment Planning			
<ul style="list-style-type: none"> a) Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Medclaim – Calculation of Human Life Value - Belth Method/CPT b) Investment Planning: Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies 			
UNIT III		15	
Financial Mathematics/ Tax and Estate Planning			
<ul style="list-style-type: none"> a) Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios b) Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions 			
UNIT IV		15	
Retirement Planning/ Income Streams & Tax Savings Schemes			
<ul style="list-style-type: none"> a) Retirement Planning: Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment b) Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes 			

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SEMESTER V (PRACTICAL)		L	Cr
Subject: Direct Taxes	Paper Code: RJCUBMS504A	60	4
UNIT I		10	
Definitions and Residential Status			
<ul style="list-style-type: none"> Basic Terms (S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. Determination of Residential Status of Individual, Scope of Total Income (S.5) 			
UNIT II		15	
Heads of Income – I			
<ul style="list-style-type: none"> Salary (S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B) 			
UNIT III		15	
Heads of Income - II			
<ul style="list-style-type: none"> Capital Gain (S. 45, 48, 49, 50 and 54) Income from other sources (S.56- 59) Exclusions from Total Income (S.10) (Exclusions related to specified heads to be covered with relevant heads of income). 			
UNIT IV		10	
Deductions under Chapter VI A			
<ul style="list-style-type: none"> Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA 			
UNIT V		10	
Computation of Taxable Income of Individuals			
<ul style="list-style-type: none"> Computation of Total Income and Taxable Income of Individuals Computation of tax on income of Individuals with revised slab rates 			

T.Y.BMS SEMESTER V - Elective Course (Marketing)

SEMESTER V (THEORY)		L	Cr
Subject Service Marketing	Paper Code: RJCUBMS501B	60	4
UNIT I		15	

T.Y.BMS Syllabus Semester V & VI

Introduction of Services Marketing			
<ul style="list-style-type: none"> Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services Role of Services in Modern Economy, Services Marketing Environment Goods vs Services Marketing, Goods Services Continuum Consumer Behaviour, Positioning a Service in the Market Place Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty Type of Contact: High Contact Services and Low Contact Services Sensitivity to Customers' Reluctance to Change 			
UNIT II		20	
Key Elements of Services Marketing Mix			
<ul style="list-style-type: none"> The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting Branding of Services – Problems and Solutions Options for Service Delivery. 			
UNIT III		15	
Managing Quality Aspects of Services Marketing			
<ul style="list-style-type: none"> Improving Service Quality and Productivity Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality The SERVQUAL Model Defining Productivity – Improving Productivity Demand and Capacity Alignment 			
UNIT IV		10	
Marketing of Services			
<ul style="list-style-type: none"> International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing Factors Favouring Transnational Strategy Elements of Transnational Strategy Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector 			
SEMESTER V (PRACTICAL)		L	Cr
Subject E-Commerce and Digital Marketing	Paper Code: RJCUBMS502B	60	4
UNIT I		15	

T.Y.BMS Syllabus Semester V & VI

Introduction to E-commerce		
<ul style="list-style-type: none"> Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce Impact of E-Commerce on Business, Ecommerce in India Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce 		
UNIT II	15	
E-Business & Applications		
<ul style="list-style-type: none"> E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website 		
UNIT III	15	
Payment, Security, Privacy & Legal Issues in E-Commerce		
<ul style="list-style-type: none"> Issues Relating to Privacy and Security in E-Business Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. Types of Transaction Security E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000 		
UNIT IV	10	
Digital Marketing		
<ul style="list-style-type: none"> Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. Various Activities of Digital Marketing: Search Engine Optimization, Search 		

T.Y.BMS Syllabus Semester V & VI

<p>Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts.</p> <ul style="list-style-type: none"> Digital Marketing on various Social Media platforms. Online Advertisement, Online Marketing Research, Online PR Web Analytics Promoting Web Traffic Latest developments and Strategies in Digital Marketing 			
SEMESTER V (PRACTICAL)		L	Cr
Subject: Sales and Distribution Management	Paper Code: RJCUBMS503A	60	4
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> a) Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions Qualities of a Sales Manager Sales Management: Meaning, Developments in Sales Management-Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure b) Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. c) Integration of Marketing, Sales and Distribution 			
UNIT II		20	
Market Analysis and Selling			
<ul style="list-style-type: none"> a) Market Analysis: Market Analysis and Sales Forecasting, Methods of Sales Forecasting Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota Factors Determining Fixation of Sales Quota Assigning Territories to Salespeople b) Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy Difference Between Consumer Selling and Organizational Selling Difference Between National Selling and International Selling. 			
UNIT III		15	

T.Y.BMS Syllabus Semester V & VI

Distribution Channel Management			
<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels • Channel Design • Channel Policy • Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict • Resolution of Conflicts: Methods – Kenneth Thomas's Five Styles of Conflict Resolution • Motivating Channel Members • Selecting Channel Partners • Evaluating Channels • Channel Control 			
UNIT IV		10	
Performance Evaluation, Ethics and Trends			
<ul style="list-style-type: none"> • a) Evaluation & Control of Sales Performance: Sales Performance – Meaning Methods of Supervision and Control of Sales Force Sales Performance Evaluation Criteria- Key Result Areas (KRAs) Sales Performance Review Sales Management Audit • b) Measuring Distribution Channel Performance: Evaluating Channels- Effectiveness, Efficiency and Equity Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit • c) Ethics in Sales Management • d) New Trends in Sales and Distribution Management 			
SEMESTER V (PRACTICAL)		L	Cr
Subject :Customer Relationship Management	Paper Code: RJCUBMS504B	60	4
UNIT I		15	
Introduction to Customer Relationship Management			
<ul style="list-style-type: none"> • Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners • Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM • Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges 			

T.Y.BMS Syllabus Semester V & VI

UNIT II	15	
CRM Marketing Initiatives, Customer Service and Data Management		
<ul style="list-style-type: none"> CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting. 		
UNIT III	15	
CRM Strategy, Planning, Implementation and Evaluation		
<ul style="list-style-type: none"> Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change 		
UNIT IV	15	
CRM New Horizons		
<ul style="list-style-type: none"> e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling Social Networking and CRM Mobile-CRM CRM Trends, Challenges and Opportunities Ethical Issues in CRM 		

T.Y.BMS SEMESTER V - Elective Course (Human Resource)

SEMESTER V (THEORY)	L	Cr
Subject: Finance for HR Professionals and	Paper Code: RJCUBMS501C	60
		4

T.Y.BMS Syllabus Semester V & VI

Compensation Management			
UNIT I	15		
Compensation Plans and HR Professionals			
<ul style="list-style-type: none"> • Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation • Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation • 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security • Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India. 			
UNIT II	15		
Overview of Employee Welfare			
<ul style="list-style-type: none"> • Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System • Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan. • Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory. 			
UNIT III	15		
Welfare and Work Environment Management			
<ul style="list-style-type: none"> • Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. • Human Resource Accounting – Meaning, Features, Objectives and Methods • Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages. 			
UNIT IV	15		
Workers Participation and Employee Grievance			
<ul style="list-style-type: none"> • Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. • Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management 			
SEMESTER V (THEORY)	L	Cr	

T.Y.BMS Syllabus Semester V & VI

Subject: Performance Management and Career Planning	Paper Code: RJCUBMS502C	60	4
UNIT I		12	
Performance Management – An Overview			
<ul style="list-style-type: none"> Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle Best Practices in Performance Management, Future of Performance Management. Role of Technology in Performance Management 			
UNIT II		13	
Performance Management Process			
<ul style="list-style-type: none"> Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle Best Practices in Performance Management, Future of Performance Management. Role of Technology in Performance Management 			
UNIT III		17	
Ethics, Under Performance and Key Issues in Performance Management			
<ul style="list-style-type: none"> Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management Under Performers and Approaches to Manage Under Performers, Retraining Key Issues and Challenges in Performance Management Potential Appraisal: Steps, Advantages and Limitations. Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay. 			
UNIT IV		18	
Career Planning and Development			
<ul style="list-style-type: none"> Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives Role of Technology in Career Planning and Development Career Models – Pyramidal Model, Obsolescence Model, Japanese Career 			

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<i>Model</i>			
<ul style="list-style-type: none"> New Organizational Structures and Changing Career Patterns 			
SEMESTER V (THEORY)		L	Cr
Subject: Talent & Competency Management	Paper Code: RJCUBMS503C	60	4
UNIT I		12	
Introduction to Talent Management			
<ul style="list-style-type: none"> Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management Benefits and Limitations of Talent Management Principles of Talent Management Source of Talent Management Talent Gap – Meaning, Strategies to Fill Gaps The Talent Value Chain Role of HR in Talent Management Role of Talent Management in building Sustainable Competitive Advantage to an Organization 			
UNIT II		13	
Talent Management System			
<ul style="list-style-type: none"> Talent Management System – Meaning, Key Elements of Talent Management System Critical Success Factors to Create Talent Management System Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process Approaches to Talent Management Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies Talent Management and Succession Planning 			
UNIT III		17	
Contemporary Issues and Current Trends in Talent Management			
<ul style="list-style-type: none"> Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy Contemporary Talent Management Issues, Talent Management Challenges Current Trends in Talent Management Best Practices of Talent Management Ethical and Legal Obligations Associated with Talent Management Talent Management in India. 			

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UNIT IV		18	
Competency Management and Competency Mapping			
<ul style="list-style-type: none"> • Concept of Competency and Competence, Competence v/s Competency • Types of Competencies, Benefits and Limitations of implementing competencies • Iceberg Model of Competency • Competency Management – Meaning, Features and Objectives • Benefits and Challenges of Competency Management • Competency Development – Meaning, Process • Competency Mapping - Meaning, Features, Need and importance of competency mapping • Methods of Competency Mapping, Steps in Competency Mapping 			
SEMESTER V (THEORY)		L	Cr
Subject: Stress Management	Paper Code: RJCUBMS504C	60	4
UNIT I		15	
Understanding Stress			
<ul style="list-style-type: none"> • Stress – concept, features, types of stress • Relation between Stressors and Stress • Potential Sources of Stress – Environmental, Organizational and Individual • Consequences of Stress – Physiological, Psychological and Behavioural Symptoms • Stress at work place – Meaning, Reasons • Impact of Stress on Performance • Work Stress Model • Burnout – Concept • Stress v/s Burnout 			
UNIT II		15	
Managing Stress – I			
<ul style="list-style-type: none"> • Pre-requisites of Stress-free Life • Anxiety - Meaning, Mechanisms to cope up with anxiety • Relaxation - Concept and Techniques • Time Management - Meaning, Importance of Time Management • Approaches to Time Management 			

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<ul style="list-style-type: none"> Stress Management - Concept, Benefits Managing Stress at Individual level Role of Organization in Managing Stress/ Stress Management Techniques Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented 		
UNIT III	15	
Managing Stress – II		
<ul style="list-style-type: none"> Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model General Adaption Syndrome (GAS) - Concept, Stages Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response. Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. Stress management interventions: primary, secondary, tertiary. Meditation – Meaning, Importance Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control 		
UNIT IV	15	
Stress Management Leading to Success		
<ul style="list-style-type: none"> Eustress – Concept, Factors affecting Eustress Stress Management Therapy - Concept, Benefits Stress Counselling - Concept Value education for stress management Stress and New Technology Stress Audit Process Assessment of Stress - Tools and Methods Future of Stress Management 		

T.Y.BMS SEMESTER V - Core Course

SEMESTER V (THEORY)		L	Cr
Subject: Logistics and Supply Chain Management	Paper Code: RJCUBMS505	60	4
UNIT I		15	
Overview of Logistics and Supply Chain Management			
<ul style="list-style-type: none"> a) Introduction to Logistics Management Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound 			

T.Y.BMS Syllabus Semester V & VI

<p>Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Reverse Logistics and Green Logistics</p> <p>Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</p> <ul style="list-style-type: none"> b) Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration c) Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers d) Demand Forecasting Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average) 		
UNIT II	15	
Elements of Logistics Mix		
<ul style="list-style-type: none"> a) Transportation Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation b) Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing c) Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments d) Packaging Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs 		
UNIT III	15	
Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis		
<ul style="list-style-type: none"> a) Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels) b) Logistics Costing Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing 		

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<ul style="list-style-type: none"> c) Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System d) Logistical Network Analysis Meaning, Objectives, Importance, Scope, RORO/LASH 		
UNIT IV	15	
Recent Trends in Logistics and Supply Chain Management		
<ul style="list-style-type: none"> a) Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure b) Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains c) Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition d) Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management 		

T.Y.BMS SEMESTER V – Ability Enhancement Course (AEC)

SEMESTER V (THEORY)		L	Cr
Subject: Corporate Communication & Public Relations	Paper Code: RJCUBMS506	60	4
UNIT I		15	
Foundation of Corporate Communication			
<ul style="list-style-type: none"> a) Corporate Communication: Scope and Relevance Introduction, Meaning, Scope, Corporate Communication in India, Need/Relevance of Corporate Communication in Contemporary Scenario b) Keys concept in Corporate Communication Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation c) Ethics and Law in Corporate Communication Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI 			

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UNIT II	15	
Understanding Public Relations		
<ul style="list-style-type: none"> a) Fundamental of Public Relations: <i>Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business</i> b) Emergence of Public Relations: <i>Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</i> c) Public Relations Environment: <i>Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</i> d) Theories used in Public Relations: <i>Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</i> 		
UNIT III	15	
Functions of Corporate Communication and Public Relations		
<ul style="list-style-type: none"> a) Media Relations: <i>Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations</i> b) Employee Communication: <i>Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications</i> c) Crisis Communication: <i>Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building</i> d) Financial Communication: <i>Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</i> 		
UNIT IV	15	
Emerging Technology in Corporate Communication and Public Relations.		
<ul style="list-style-type: none"> a) Contribution of Technology to Corporate Communication <i>Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)</i> b) Information Technology in Corporate Communication <i>Introduction, E-media Relations, E-internal Communication, E-brand Identity</i> 		

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and Company Reputation		
<ul style="list-style-type: none"> c) Corporate Blogging Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog 		

T.Y.BMS SEMESTER IV - Elective Course (Finance)

SEMESTER IV (THEORY & PRACTICAL)		L	Cr
Subject: International Finance	Paper Code: RJCUBMS601A	60	4
UNIT I		15	
Fundamentals of International Finance			
<ul style="list-style-type: none"> a) Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance b) Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption. c) International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System d) An introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct & Indirect Rates Cross Currency Rates Spread & Spread % Factors Affecting Exchange Rates 			

T.Y.BMS Syllabus Semester V & VI

<i>Understand the trade policies & barriers</i>		
UNIT II	15	
Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives		
<ul style="list-style-type: none"> a) Foreign Exchange Markets: <i>Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</i> b) International Parity Relationships & Foreign Exchange Rate: <i>Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</i> c) Currency & Interest Rate Futures: <i>Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India</i> 		
UNIT III	15	
World Financial Markets & Institutions & Risks		
<ul style="list-style-type: none"> a) Euro Currency Bond Markets: <i>Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market</i> b) International Equity Markets & Investments: <i>Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</i> c) International Foreign Exchange Markets: <i>Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</i> d) International Capital Budgeting: <i>Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</i> 		
UNIT IV	15	
Foreign Exchange Risk, Appraisal & Tax Management		
<ul style="list-style-type: none"> a) Foreign Exchange Risk Management: <i>Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</i> b) International Tax Environment: <i>Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens,</i> 		

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<i>Tax Liabilities</i> <ul style="list-style-type: none"> c) International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal. 			
SEMESTER VI (THEORY & PRACTICAL)		L	Cr
Subject: Innovative Financial Services	Paper Code: RJCUBMS602A	60	4
UNIT I		15	
Introduction to Traditional Financial Services			
<ul style="list-style-type: none"> a) Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework b) Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems. c) Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management. 			
UNIT II		15	
Issue Management and Securitization			
<ul style="list-style-type: none"> a) Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue b) Stock Broking: Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading c) Securitization: Definition, Securitization v/s Factoring, Features of Securitization, Pass 			

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<i>Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization</i>			
UNIT III		15	
Financial Services and its Mechanism			
<ul style="list-style-type: none"> a) Lease and Hire-Purchase: Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase. b) Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies 			
UNIT IV		15	
Consumer Finance and Credit Rating			
<ul style="list-style-type: none"> a) Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance b) Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. Smart Cards- Features, Types, Security Features and Financial Applications c) Credit Rating: Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating 			
SEMESTER VI (THEORY & PRACTICAL)		L	Cr
Subject: Project Management	Paper Code: RJCUBMS603A	60	4
UNIT I		15	
Introduction to Project Management & Project Initiation			
<ul style="list-style-type: none"> a) Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management 			

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<ul style="list-style-type: none"> b) Organizational Structure (Project Organization): Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. c) Project Initiation: Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling 		
UNIT II	15	
Analyzing Project Feasibility		
<ul style="list-style-type: none"> a) Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility - Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) b) Market Analysis: Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis c) Technical Analysis: Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management d) Operational Analysis: Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations 		
UNIT III	15	
Budgeting, Cost & Risk Estimation in Project Management		
<ul style="list-style-type: none"> a) Funds Estimation in Project: Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance b) Risk Management in Projects: What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) c) Cost Benefit Analysis in Projects Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow 		

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<i>Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</i>			
UNIT IV		15	
<i>New Dimensions in Project Management</i>			
<ul style="list-style-type: none"> a) Modern Development in Project Management: <i>Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</i> b) Project Monitoring & Controlling: <i>Introduction to Project Monitoring & Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</i> c) Project Termination & Solving Project Management Problems: <i>Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Project.</i> 			
SEMESTER VI (PRACTICAL)		L	Cr
Subject: Indirect Taxes	Paper Code: RJCUBMS604A	60	4
UNIT I		10	
<i>Introduction to Indirect Taxation and GST</i>			
<ul style="list-style-type: none"> A. Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution) B. Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST, SGST, UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST. C. Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act, 1956), India (2(56) of CGST Act), Persons (2(84) of CGST Act), Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration (2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier (2(105) of CGST Act), Recipient (2(93) of CGST Act) D. Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST, UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act) GST Rate Schedule for Goods and Services 			
UNIT II		20	
<i>Concept of Supply</i>			

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<ul style="list-style-type: none"> A. Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act) B. Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval. C. Time of Supply - Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act) D. Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act) 		
UNIT III	20	
Registration and Computation of GST		
<ul style="list-style-type: none"> A. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act) B. Computation of GST – Computation of GST under Inter State and Intra State Supplies. C. Payment of Tax- Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act) 		
UNIT IV	10	
Filing of Returns		
<ul style="list-style-type: none"> A. Documentation - Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act) 		

T.Y.BMS SEMESTER IV - Elective Course (Marketing)

SEMESTER IV (THEORY)		L	Cr
Subject: Brand Management	Paper Code: RJCUBMS601B	60	4
UNIT I		15	
Introduction to Brand Management			
<ul style="list-style-type: none"> a) Introduction to Brand Management: Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding 			

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Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis		
UNIT II	15	
Planning and Implementing Brand Marketing Programs		
<ul style="list-style-type: none"> a) Planning and Implementing Brand Marketing Programs: Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements Integrating Marketing Programs and Activities Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing Product Strategy: Perceived Quality and Relationship Marketing Pricing Strategy: Setting Prices to Build Brand Equity Channel Strategy: Direct, Indirect Channels Promotion Strategy: Developing Integrated Marketing Communication Programs Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events 		
UNIT III	15	
Measuring and Interpreting Brand Performance		
<ul style="list-style-type: none"> a) The Brand Value Chain b) Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator d) Measuring Outcomes of Brand Equity Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology 		
UNIT IV	15	
Growing and Sustaining Brand Equity		
<ul style="list-style-type: none"> a) Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing b) Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity c) Managing Brands over Time: 		

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Reinforcing Brands, Revitalising Brands • d) Building Global Customer Based Brand Equity			
SEMESTER IV (THEORY)		L	Cr
Subject: Retail Management	Paper Code: RJCUBMS602B	60	4
UNIT I		15	
Retail Management- An overview			
• a) Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management • b) Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations • c) Emerging Trends in Retailing Impact of Globalization on Retailing I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario Franchising: Meaning, Types, Advantages and Limitations, Franchising in India Green Retailing Airport Retailing			
UNIT II		15	
Retail Consumer and Retail Strategy			
• a) Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers • b) CRM in Retail: Meaning, Objectives Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community • c) Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain • d) Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location			

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<ul style="list-style-type: none"> e) HRM in Retail: Meaning, Significance, Functions Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store 		
UNIT III	15	
Merchandise Management and Pricing		
<ul style="list-style-type: none"> a) Merchandise Management: Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise b) Buying Function: Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer c) Concept of Lifestyle Merchandising d) Private Label Meaning, Need and Importance, Private Labels in India e) Retail Pricing Meaning, Considerations in Setting Retail Pricing Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing Variable Pricing by Market Segment/ Third Degree Price Discrimination 		
UNIT IV	15	
Managing and Sustaining Retail		
<ul style="list-style-type: none"> a) Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) b) Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics Store Layout- Meaning, Types: Grid, Racetrack, Free Form Signage and Graphics: Meaning, Significance, Concept of Digital Signage 		

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<p><i>Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</i></p> <p>c) Visual Merchandising and Display: <i>Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</i> <i>The Concept of Planogram</i> <i>Display- Meaning, Methods of Display, Errors in Creating Display</i></p> <p>d) Mall Management <i>Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</i></p> <p>e) Legal and Ethical Aspects of Retailing <i>Licenses/Permissions Required to Start Retail Store in India</i> <i>Ethical Issues in Retailing</i> <i>Career Options in Retailing</i></p>			
SEMESTER IV (THEORY)		L	Cr
Subject: International Marketing	Paper Code: RJCUBMS603B	60	4
UNIT I		15	
Introduction to International Marketing & Trade			
<ul style="list-style-type: none"> a) Introduction of International Marketing: <i>Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization</i> b) Introduction to International Trade: <i>Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</i> 			
UNIT II		15	
International Marketing Environment and Marketing Research			
<ul style="list-style-type: none"> a) International Marketing Environment: <i>Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)</i> <i>Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License.</i> <i>Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism)</i> 			

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<ul style="list-style-type: none"> b) Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research 		
UNIT III	15	
International Marketing Mix		
<ul style="list-style-type: none"> a) International Product Decision International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning b) International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based, Competition Based, Value Pricing, Target Return Pricing and Going Rate Pricing International Pricing Strategies : Skimming Pricing, Penetration Pricing, Predatory Pricing International Pricing Issues : Gray Market, Counter Trade, Dumping, Transfer Pricing c) International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel d) International Promotion Decisions Concept of International Promotion Decision Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness Standardization V/S Adaptation of International Promotional Strategies International Promotional Tools/Elements 		
UNIT IV	15	
Developments in International Marketing		
<ul style="list-style-type: none"> a) Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan b) International strategies: Need for International Strategies, Types of International Strategies c) International Marketing of Services Concept of International Service Marketing, Features of International Service 		

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Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture			
SEMESTER IV (THEORY)		L	Cr
Subject: Media Planning and Management	Paper Code: RJCUBMS604B	60	4
UNIT I		15	
Overview of Media and Media Planning			
<ul style="list-style-type: none"> a) Overview of Media and Media Planning: Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning b) Media Research: Meaning, Role and Importance Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CLB Listenership Survey 			
UNIT II		15	
Media Mix & Media Strategy			
<ul style="list-style-type: none"> a) Media Mix: Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix b) Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations Television - Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations Radio - Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations Out of Home (OOH) - Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations c) Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media d) Media Strategy: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components 			

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Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.		
UNIT III	15	
Media Budgeting, Buying & Scheduling		
<ul style="list-style-type: none"> a) Media Budget Meaning Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase Importance of Media Budget. Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. b) Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying, Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback Criteria in Media Buying c) Media Scheduling Meaning, Importance Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. Scheduling Patterns – Continuity, Flighting, Pulsing Scheduling Strategies for Creating Impact: Road Block, Day or Day part Emphasis, Multiple Spotting, Teasers 		
UNIT IV	15	
Media Measurement, Evaluation		
<ul style="list-style-type: none"> a) Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach Television Metrics: Dairy v/s Peplemeter, TRP, TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership Radio Metrics: Arbitron Radio Rating Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. OOH Metrics: Traffic Audit Bureau (TAB) b) Benchmarking Metrics: Share, Profile, and Selectivity Index c) Plan Metrics: 		

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<p>Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).</p> <ul style="list-style-type: none"> d) Evaluating Media Buys Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys. 		
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T.Y.BMS SEMESTER IV - Elective Course (Human Resource)

SEMESTER IV (THEORY)		L	Cr
Subject: HRM in Global Perspective	Paper Code: RJCUBMS601C	60	4
UNIT I		15	
International HRM – An Overview			
<ul style="list-style-type: none"> International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions Difference between International HRM and Domestic HRM Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric Limitations to IHRM Qualities of Global Managers Organizational Dynamics and IHRM Components of IHRM- Cross Cultural Management and Comparative HRM Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM Managing Diversity in Workforce Dealing with Cultural Shock 			
UNIT II		15	
Global HRM Functions			
<ul style="list-style-type: none"> International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation 			

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<ul style="list-style-type: none"> • <i>HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training</i> • <i>International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management</i> • <i>Motivation and Reward System- Meaning, Benchmarking Global Practices</i> • <i>International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR</i> 		
UNIT III	15	
<i>Managing Expatriation and Repatriation</i>		
<ul style="list-style-type: none"> • <i>Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)</i> • <i>Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers</i> • <i>Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates</i> 		
UNIT IV	15	
<i>International HRM Trends and Challenges</i>		
<ul style="list-style-type: none"> • <i>Emerging Trends in IHRM</i> • <i>Off Shoring – Meaning, Importance, Off Shoring and HRM in India</i> • <i>International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme</i> • <i>Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World</i> • <i>HR in MNCs – Industrial Relations in MNCs</i> • <i>Role of Technology on IHRM</i> • <i>IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization</i> • <i>Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM</i> • <i>Knowledge Management and IHRM</i> 		

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SEMESTER IV (THEORY)		L	Cr
Subject: Organisational Development	Paper Code: RJCUBMS602C	60	4
UNIT I		15	
Organisational Development – An Overview			
<ul style="list-style-type: none"> Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner Emerging Trends in OD OD in Global Setting 			
UNIT II		15	
Organisational Diagnosis, Renewal and Change			
<ul style="list-style-type: none"> Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change Change Agents- Meaning, Features, Types, Role, Skills required 			
UNIT III		15	
OD Interventions			
<ul style="list-style-type: none"> OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention Techniques of OD Intervention : Traditional: Sensitive Training, Grid Training, Survey Feedback. Modern : Process Consultation, Third Party, Team Building, Transactional Analysis Evaluation of OD Interventions : Process, Types, Methods, Importance 			
UNIT IV		15	
OD Effectiveness			
<ul style="list-style-type: none"> Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD Values in OD – Meaning, Professional Values, Value Conflict and Dilemma Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical 			

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Guidelines for OD Professionals <ul style="list-style-type: none"> Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 			
SEMESTER IV (THEORY)		L	Cr
Subject: HRM in Service Sector Management	Paper Code: RJCUBMS603C	60	4
UNIT I		15	
Service Sector Management- An Overview			
<ul style="list-style-type: none"> Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector Service Organization - Importance of Layout and Design of Service Organization, Servicescape Service Culture in Organization – Meaning, Developing Service Culture in Organization Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model <ul style="list-style-type: none"> Role of Service Employee Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter 			
UNIT II		15	
Managing Human Element in Service Sector			
<ul style="list-style-type: none"> Human Element in Service Sector – Introduction, Role and Significance The Services Triangle Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict Emotional Labour – Meaning, Strategies for Managing Emotional Labour - Meaning, Strategies for Managing Emotional Labour Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing Develop People to Deliver Service Quality Compensating Employees in Service Sector Motivating Employees for Services Empowerment of Service Workers – Meaning, Advantages and Limitations 			

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UNIT III	15	
Issues and Challenges of HR in Service Sector		
<ul style="list-style-type: none"> • Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps • Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers • HRM in Public Sector Organizations and Non – Profit Sector in India • Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> • Business and Professional Services: Banking and Insurance, Legal, Accountancy • Infrastructure: Roads, Railways, Power • Public Services: Police, Defense, Disaster Management • Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs • Personnel Services: Education, Health Care, Hotels • Social and Charitable Services 		
UNIT IV	15	
HRP Evaluation, Attrition, Retention & Globalization		
<ul style="list-style-type: none"> • Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector • Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model • Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success • Retaining the Best People in Service Sector – Including Employees in Company's Vision, Treat Employees as Customers, Measure and Reward String Service Performers • Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 		
SEMESTER IV (THEORY)	L	Cr

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Subject: Indian Ethos in Management	Paper Code: RJCUBMS604C	60	4
UNIT I		18	
Indian Ethos – An Overview			
<ul style="list-style-type: none"> a) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices b) Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management. 			
UNIT II		14	
Work Ethos and Values			
<ul style="list-style-type: none"> a) Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos b) Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture 			
UNIT III		16	
Stress Management			
<ul style="list-style-type: none"> a) Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress b) Stress Management Techniques: Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance c) Leadership: Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta d) Motivation: Meaning, Indian Approach to Motivation, Techniques 			
UNIT IV		12	
Indian Systems of Learning			

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<ul style="list-style-type: none"> a) Learning: Meaning, Mechanisms <ul style="list-style-type: none"> Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages Modern System of Learning: Meanings, Features, Advantages, Disadvantages Karma: Meaning, Importance of Karma to Managers, Nishkama Karma Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma Self-Management: Personal growth and Lessons from Ancient Indian Education System Personality Development: Meaning, Determinants, Indian Ethos and Personality Development 		
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T.Y.BMS SEMESTER IV - Core Course

SEMESTER IV (THEORY)		<i>L</i>	<i>Cr</i>
<i>Subject: Operations Research</i>	<i>Paper Code: RJCUBMS605</i>	<i>60</i>	<i>4</i>

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UNIT I	15	
Introduction to Operations Research and Linear Programming		
<ul style="list-style-type: none"> • a) Introduction To Operations Research: <i>Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</i> • b) Linear Programming Problems: <ul style="list-style-type: none"> • <i>Introduction and Formulation</i> • <i>Introduction to Linear Programming</i> • <i>Applications of LP</i> • <i>Components of LP</i> • <i>Requirements for Formulation of LP Problem</i> • <i>Assumptions Underlying Linear Programming</i> • <i>Steps in Solving LP Problems</i> • <i>LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</i> • c) Linear Programming Problems: Graphical Method <ul style="list-style-type: none"> • <i>Maximization & Minimization Type Problems. (Max. Z & Min. Z)</i> • <i>Two Decision Variables and Maximum Three Constraints Problem</i> • <i>Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.</i> • <i>Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</i> • d) Linear Programming Problems: Simplex Method <ul style="list-style-type: none"> • <i>Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems.</i> • <i>Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)</i> • <i>All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)</i> • <i>Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.</i> • Note: <ul style="list-style-type: none"> • <i>1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical.</i> • <i>2. Sensitivity Analysis including Profit Range and Capacity Range is not</i> 		

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<i>included.</i>		
UNIT II	15	
Assignment and Transportation Models		
<ul style="list-style-type: none"> • a) Assignment Problem – Hungarian Method <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. • Note: <ul style="list-style-type: none"> • Travelling Salesman Assignment Problem is not included. • b) Transportation Problems: <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Feasible Solution (IFS) by: <ul style="list-style-type: none"> ▪ North West Corner Rule (NWCR) ▪ Least Cost Method (LCM) ▪ Vogel's Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. • Note: <ul style="list-style-type: none"> • 1. Production Scheduling Problem is not included. • 2. Time Minimization Problem is not included. • 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical. 		
UNIT III	15	
Network Analysis		
<ul style="list-style-type: none"> • a) Critical Path Method (CPM): <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. 		

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<ul style="list-style-type: none"> Principles of Constructing Network Diagram. Use of Dummy Activity Numerical Consisting of Maximum Ten (10) Activities. Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. Forward Pass and Backward Pass Methods. Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float <p>b) Project Crashing:</p> <ul style="list-style-type: none"> Meaning of Project Crashing. Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. Time – Cost Trade off in Project Crashing. Optimal (Minimum) Project Cost and Optimal Project Completion Time. Process of Project Crashing. Numerical Consisting of Maximum Ten (10) Activities. Numerical based on Maximum Four (04) Iterations of Crashing <p>c) Program Evaluation and Review Technique (PERT):</p> <ul style="list-style-type: none"> Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). Expected Time (te) of an Activity Using Three Time Estimates. Difference between CPM and PERT. Numerical Consisting of Maximum Ten (10) Activities. Construction of PERT Network using tevalues of all Activities. Mean (Expected) Project Completion Time. Standard Deviation and Variance of Activities. Project Variance and Project Standard Deviation. 'Prob. Z' Formula. Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. Meaning, Objectives, Importance, Scope, RORO/LASH 		
UNIT IV	15	
Job Sequencing and Theory of Games		
<ul style="list-style-type: none"> a) Job Sequencing Problem <ul style="list-style-type: none"> Processing Maximum 9 Jobs through Two Machines only. 		

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<ul style="list-style-type: none"> • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. • b) Theory of Games <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: • Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method. 		
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T.Y.BMS SEMESTER V - Elective Course (Finance)

TY BMS	Semester V (Practical)
RJCUBMS501A Investment Analysis & Portfolio Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To acquaint the learners with various concepts of finance. • To understand the terms which are often confronted while reading newspapers, magazines, etc for better correlation with the practical world to understand various models and techniques of security and portfolio analysis <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell

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	<p>these assets in financial markets.</p> <ul style="list-style-type: none"> • Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio. • Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.
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TY BMS	Semester V (Practical)
RJCUBMS502A Commodity & Derivatives Market	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand the concepts related to Commodities and Derivatives market • To study the various aspects related to options and futures • To acquaint learners with the trading, clearing and settlement mechanism in derivatives market. <p><u>Learning Outcomes:</u></p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Understand the trading in various commodities exchange. • Working of derivatives markets & various derivative instruments. • Various types of risk & their management. • Working of Futures, Hedging & Options.

TY BMS	Semester V (Practical)
RJCUBMS503A Wealth Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To provide an overview of various aspects related to wealth management • To study the relevance and importance of Insurance in wealth management • To acquaint the learners with issues related to taxation in wealth management • To understand various components of retirement planning. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Learner will be able to calculate ROI on different investment product. • Address tax situations for a variety of taxpayers, such as wage earners, salespersons, owners of small business, professionals, investors, home and rental property owners, farmers, etc. • Learner will be able to understand the concept of the different economic indicator with effect the global markets.

TY BMS	Semester V (Practical)
RJCUBMS504A Direct Taxes	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Demonstrate knowledge of the concepts, principles, and rules of taxation of individuals and small businesses; • Recognize tax planning opportunities and recommend appropriate tax-saving strategies for decision making;

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	<ul style="list-style-type: none"> • Address tax situations for a variety of taxpayers, such as wage earners, salespersons, owners of small business, professionals, investors, home and rental property owners, farmers, etc., • Provide students with an understanding of the income tax system in a range of contexts. • Provide knowledge of fundamental concepts of income tax laws. • Enable students to develop experience in identifying tax issues and applying the income tax law to arrive at reasoned solutions to problems. <p><u>Learning Outcome:</u> On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Identify and apply fundamental concepts of income tax law. • Investigate and analyse current income tax information and issues. • Communicate effectively orally income tax information and solutions to income tax issues. • Communicate effectively in writing income tax information and solutions to income tax issues. • Students will apply critical thinking and problem solving skills related to taxation of individuals, flow through entities, and corporations. In addition, students will recognize potential opportunities for tax savings and tax planning. • Students will convert complex and technical tax terminology into language that translates to non-technical audiences. This outcome allows students to demonstrate strong interpersonal communication skills that build relationships with clients over time, and be able to prepare work products with careful attention to word choice, tone, and accuracy.
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T.Y.BMS SEMESTER V - Elective Course (Marketing)

TY BMS	Semester V (Theory)
RJCUBMS501B Services Marketing	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand distinctive features of services and key elements in services marketing • To provide insight into ways to improve service quality and productivity • To understand marketing of different services in Indian context <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Lerner with understand why service plays and important part in our GDP • The extended P's of Service marketing.

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	<ul style="list-style-type: none"> As marketing students they will be catering to airline, hotel, Travel and tourism, Healthcare, education where service plays an important role this knowledge will help them to overcome the hurdles they will face. Effectively overcome the service gap and the Quality check the service..
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TY BMS	Semester V (Theory)
RJCUBMS502B E-Commerce & Digital Marketing	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> To understand increasing significance of E-Commerce and its applications in Business and Various Sectors To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation. <p><u>Learning Outcome:</u></p> <p>On successful completion of this module, the learner will be able to:</p> <ul style="list-style-type: none"> The students can explain the role and importance of digital marketing in a rapidly changing business and landscape. Will have brief and vital information regarding e-commerce and can discuss the key elements of a digital marketing and its related strategies. Illustrate how the effectiveness of a digital marketing campaign can be measured. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

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TY BMS	Semester V (Theory)
RJCUBMS503B Sales & Distribution Management	<u>Course Outcomes:</u> <ul style="list-style-type: none"> To Develop & Understand S & D process in Organisation To Familiarize with concepts, approaches & the practical aspects of the key decision making variable in S & D channel Management. To Understand the impact of IT on S & D To Provide an insight in Ethical Performance of S & D
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> The Learners understand the various concept of S & D & key variable affecting S & D The Learners also would have understood the importance of IT in S & D Management

TY BMS	Semester V (Theory)
RJCUBMS504B Customer Relationship Management	<u>Course Outcomes:</u> <ul style="list-style-type: none"> To Understand the Concept of CRM & Implementation of CRM. To Provide an insight into CRM marketing initiatives, customer services & designing CRM Strategy. To Understand New Trends in CRM, Challenges & Opportunities for Organisations. To Understand the importance of Data Management in CRM.
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> The Learners understand the importance of Customer Data Management The Learners also understand the challenges & opportunities available through Data Management in CRM The Learner understand the organisation perspective towards importance of CRM

T.Y.BMS SEMESTER V - Elective Course (Human Resource)

TY BMS	Semester V (Theory)
RJCUBMS501C Finance for HR Professionals & Compensation Management	<u>Course Outcome:</u> <ul style="list-style-type: none"> To orient HR professionals with financial concepts to enable them to make prudent HR decisions To understand the various compensation plans To study the issues related to compensation management and understand the legal framework of compensation management

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	<p><u>Learning Outcome:</u> <i>Students will be able to:</i></p> <ul style="list-style-type: none"> • <i>Understand and practically implement compensation plans</i> • <i>Legal framework related to compensation</i> • <i>Financial concepts related to compensation management</i> • <i>Challenges and issues faced by companies in HR compensation</i>
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TY BMS	Semester V (Theory)
RJCUBMS502C <i>Performance Management & Career Planning</i>	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • <i>To Understand Performance Management & its linkage to HR Functions, Role of technology in PM</i> • <i>To Understand Performance Management Process.</i> • <i>To understand the various ways to handle under performers & provide an insight in Ethical Performance Management</i> • <i>To Understand New organisation structures, along with Career Planning & Development Model & Patterns</i>
	<p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • <i>The Learner understands the importance of IT in Performance Management</i> • <i>The Learner understands different ways to handle under performers.</i> • <i>The Learner understand the importance of ethics in Performance Management.</i> • <i>The Learner understand various organisational structures & ways to help employees in Career Planning</i>

TY BMS	Semester V (Theory)
RJCUBMS503C <i>Talent & Competency Management</i>	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • <i>To understand key talent management & competency management concepts</i> • <i>To understand the concept and importance of competency mapping</i> • <i>To understand the role of talent management and competency management in building sustainable competitive advantage to an organization</i>

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	<ul style="list-style-type: none"> To know the ethical and legal obligations associated with talent management <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> The Learner will understand how the industries follow various talent management systems. The learners will also understand the issues & best practices followed by various industries for talent management. The learners will also understand why there is talent gap in different industries. The learner will have a thorough knowledge on competency management & competency mapping
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TY BMS	Semester V (Theory)
RJCUBMS504C Stress Management	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> To understand the nature and causes of stress in organizations To familiarize the learners with the stress prevention mechanism To understand the strategies that help cope with stress To be able to apply stress management principles in order to achieve high levels of performance To enable to learners to adopt effective strategies, plans and techniques to deal with stress <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> The Learners will be able to understand the ways to tackle individual & professional stress. The Learners will be able to understand time management & stress management techniques. The learners will be able to understand the importance of exercises & yoga & nutrition to cope with stress.

T.Y.BMS SEMESTER V - Core Course

TY BMS	Semester V (Theory)
RJCUBMS505 Logistics & Supply Chain Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> To provide students with basic understanding of concepts of logistics and supply chain management. To introduce students to the key activities performed by the logistics function. To provide an insight in to the nature of supply chain, its functions and supply chain systems. To understand global trends in logistics and supply chain management

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	<u>Learning Outcome:</u> <ul style="list-style-type: none"> • The learner will understand the practicality of various functions of Logistics and Supply Chain Management. • The learner would similarity and difference between logistics and supply chain management • The learner would operate the logistics mix and supply chain mix not only from the domestic areas but also internationally perspectives.
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TY BMS	Semester V (Theory)
RJCUBMS506 Corporate Communication & Public Relations	<u>Course Outcomes:</u> <ul style="list-style-type: none"> • To provide the students with basic understanding of the concepts of corporate communication and public relations • To introduce the various elements of corporate communication and consider their roles in managing organizations • To examine how various elements of corporate communication must be coordinated to communicate effectively • To develop critical understanding of the different practices associated with corporate communication
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> • The learners will gain focus regarding the management, strategic planning and implementation of marketing, communication and public relation techniques. • The learners will gain understanding to resolve corporate dilemmas and conflicts.

T.Y.BMS SEMESTER VI - Elective Course (Finance)

TY BMS	Semester VI (Practical)
RJCUBMS601A International Finance	<u>Course Outcomes:</u> <ul style="list-style-type: none"> • To Understand fundamentals of International Finance • To Understand foreign exchange markets, along with exchange rate determination & Currency derivatives • To Understand world financial markets, working of various institutions • To Understand the Risk & Manage the Risk & Taxes • To Understand the Project Appraisal & Various approaches to it.
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> • The Learner would understand the currency working, determination of

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	<p>exchange rate & Risk Management Techniques.</p> <ul style="list-style-type: none"> • The Learner would understand stock trading (ADR & GDR) in different Markets • The Learner would understand global Risk on the currency valuation
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TY BMS	Semester VI (Practical)
RJCUBMS602A <i>Innovative Financial Services</i>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Familiarize with fundamental aspects of various issues associated with various financial services. • To give comprehensive overview of financial services • Emerging financial services in the light of globalization. • To introduce Basic concept , functions, process, techniques of financial services
	<p><u>Learning Outcome:</u></p> <p>Each student should be able to do the following:</p> <ul style="list-style-type: none"> • Equity and debt market in India. • Stock exchange marker in India. • Process of Initial public offering. • Role of merchant bankers. • Different types of government securities. • How Public sector and government issue the securities. • Types of short term investment. • Calculation or valuation of equity and bonds. • Understand about primary market and secondary market.

TY BMS	Semester VI (Practical)
RJCUBMS603A <i>Project Management</i>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To familiarize the learners with the fundamental aspects of various issues associated with Project Management • To give a comprehensive overview of Project Management as a separate area of Management • To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management.
	<p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Different types of Projects which manage by management. • Risk which involve in operation and capital of the firm. • It help to understand the running projects is given output is positive or negative as per the investment.

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TY BMS	Semester VI (Practical)
RJCUBMS604A Indirect Taxes	<u>Course Outcomes:</u> <ul style="list-style-type: none"> • Understanding and ensuring that the cascading effect of tax on tax will be eliminated. • Understanding the competitiveness of the original goods and services, thereby improving the GDP rate too. • Ensuring the availability of input credit across the value chain. • To understand how to reduce the complications in tax administration and compliance. • Making a unified law involving all the tax bases, laws and administration procedures across the country. • Understanding the tax slab rates to avoid further clarification issues. • To equip them with practical knowledge of GST, its calculations and impact on the economy.
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> • Identify and apply fundamental concepts of Indirect tax law. • Investigate and analyse current tax information and issues. • Communicate effectively orally tax information and solutions to GST issues. Students will apply critical thinking and problem solving skills related to GST. • In addition, students will recognize potential opportunities for tax savings and tax planning.

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T.Y.BMS SEMESTER VI - Elective Course (Marketing)

TY BMS	Semester VI (Theory)
RJCUBMS601B Brand Management	<u>Course Outcomes:</u> <ul style="list-style-type: none"> To understand the meaning and significance of Brand Management. To know how to build, sustain and grow brands. To know the various sources of brand equity.
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> The learner would understand the importance of brand management in current business world. The learner will analyse various brand elements and implement it practically. The learner will understand various models of brand management for surviving the brand in the market.
TY BMS	Semester VI (Theory)
RJCUBMS602B Retail Management	<u>Course Outcomes:</u> <ul style="list-style-type: none"> To familiarize the students with retail management concepts and operations To provide understanding of retail management and types of retailers To develop an understanding of retail management terminology including merchandize management, store management and retail strategy. To acquaint the students with legal and ethical aspects of retail management To create awareness about emerging trends in retail management
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> The learner would study the practical aspect of operating retail stores in different formats. The learner would understand various retail strategy which should be unique

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	<ul style="list-style-type: none"> The learner would understand store management and various elements associated with store to manage it.
TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS603B International Marketing	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> To Understand IM along with its advantages & Challenges. To provide an insight on the dynamics of IM To Understand IM Mix decisions & recent developments in global Markets To provide an insight on development of IM Plan, International strategies & IM of services <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> The Learner would understand the recent developments in international markets The Learner would understand that services provided in working or Aid to trades in IM The Learner would understand the importance of Data Management in IM
TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS604B Media Planning & Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> To understand Media Planning, Strategy and Management with reference to current business scenario. To know the basic characteristics of all media to ensure most effective use of advertising budget. To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> Students can establish a professional presence online incorporating the key disciplines of social media, search engine optimization, analytics, online navigation and user experience in order to drive traffic to an organization's website. They can employ digital tools to analyse the effectiveness of a marketing campaign and formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria. Write a business plan for an entrepreneurial start-up venture. Students can determine strategies for developing new products and services that are consistent with evolving market needs. Develop pricing strategies that take into account perceived value, competitive pressures and corporate objectives and develop strategies for the efficient distribution of products and services.

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	<ul style="list-style-type: none"> Evaluate the viability of marketing a product or service in an international market or markets. Evaluate results of marketing activities using criteria related to budgeted sales, costs and profits.
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T.Y.BMS SEMESTER VI - Elective Course (Human Resource)

TY BMS	Semester VI (Theory)
RJCUBMS601C HRM in Global Perspective	<u>Course Outcomes:</u> <ul style="list-style-type: none"> Recognize, outline, and illustrate the enduring global contexts of International HRM Develop, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments Evaluate, interpret issues of international training, development and compensation Demonstrate; appraise the implications of IHRM in the Host Country Context Interpret; analyze the International Industrial Relation issues and performance management
	<u>Learning Outcome:</u> Students will be able to understand global context of hr concepts: <ul style="list-style-type: none"> Recruitment and selection Expatriates and repatriates International Training and development Industrial relation
TY BMS	Semester VI (Theory)
RJCUBMS602C Organisational Development	<u>Course Outcomes:</u> <ul style="list-style-type: none"> To understand the concept of Organisational Development and its Relevance in the organisation To Study the Issues and Challenges of OD while undergoing Changes To get an Understanding of Phases of OD Programme To Study the OD Intervention to meet the Challenges faced in the Organisation To get an Insight into Ethical Issues in OD
	<u>Learning Outcome:</u> <ul style="list-style-type: none"> The learners would understand traditional & modern techniques of OD Interventions. The Learner will gain an insight into re-energizing OD, BPR & Leadership Development. The Learner will learn organizational effectiveness.

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TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS603C HRM in Service Sector Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand the concept and growing importance of HRM in service sector • To understand how to manage human resources in service sector • To understand the significance of human element in creating customer satisfaction through service quality • To understand the Issues and Challenges of HR in various service sectors <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Students will learn the skill set require while recruiting employees in service sector as they are will be the front face of the company • Different training program will direct them to retain their employees. • The Learner will understand the various evaluation, attrition & retention of employees. • The Learner will understand Managing & Motivating Employees at various service sector.
TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS604C Indian Ethos in Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand the concept of Indian Ethos in Management • To link the Traditional Management System to Modern Management System • To understand the Techniques of Stress Management • To understand the Evolution of Learning Systems in India <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learners will be able to apply the traditional & modern management techniques in industries. • The learners will learn to apply human & spiritual values & their importance at work place. • The Learners will be able to handle individual & organizational stress. • The Learners will be able to understand Self- Management & Personality Development.

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T.Y.BMS SEMESTER VI - Core Course

TY BMS	Semester VI (Practical)
RJCUBMS605 Operation Research	<u>Course Outcomes:</u> <ul style="list-style-type: none">• <i>To help students to understand operations research methodologies</i>• <i>To help students to solve various problems practically</i>• <i>To make students proficient in case analysis and interpretation</i>
	<u>Learning Outcome:</u> <ul style="list-style-type: none">• <i>The students will be well acquainted with the different methodologies of operations research such as sequencing games theory, CPM, PERT, etc.,</i>• <i>It also includes practical knowledge of various methods of operations research like crashing, network analysis, simplex etc.,</i>• <i>The students can easily solve any problems which involves transportation & assignment. They can easily handle cases involving those & interpret it.</i>• <i>All in all, they turn out to be a complete package who can handle all the aspects relating to operations of a company in a systematic & research based manner.</i>

Scheme of Examinations

1. *Two Internals of 20 marks each. Duration 30min for each.*
2. *One External (Semester End Examination) of 60 marks. Duration 2 hours.*
3. *Minimum marks for passing Semester End Theory and Practical Exam is 40 %.*
4. *Student must appear at least one of the two Internal Tests to be eligible for the Semester End Examination.*
5. *For any KT examinations, there shall be ODD-ODD/EVEN-EVEN pattern followed.*
6. *HOD's decision, in consultation with the Principal, shall remain final and abiding to all.*

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References

T.Y.BMS SEMESTER V - Elective Course (Finance)

TY BMS	Semester V (Practical)
<i>RJCUBMS501A Investment Analysis & Portfolio Management</i>	<ul style="list-style-type: none"> • Kevin. S, <i>Security Analysis and Portfolio Management</i> • Donald Fischer & Ronald Jordon, <i>Security Analysis & Portfolio Management</i> • Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> • Sudhindhra Bhatt, <i>Security Analysis and Portfolio Management.</i>

TY BMS	Semester V (Practical)
<i>RJCUBMS502A Commodity & Derivatives Market</i>	<ul style="list-style-type: none"> • John C. Hull & Basu -<i>Futures, options & other derivatives</i> • Robert McDonald, <i>Derivatives market</i>, Pearson education • John Hull, <i>Fundamentals of futures & options</i> • Ankit Gala & Jitendra Gala, <i>Guide to Indian Commodity market</i>, Buzzingstock publishing house • K.Sasidharan & Alex K. Mathews, <i>Option trading – bull market strategies</i>, McGraw Hill publication • Niti Chatnani, <i>Commodity markets</i>, McGraw Hill Publication • S.Kevin, <i>Commodities & financial derivatives</i>, PHI learning Pvt ltd • Suni K Parmeswaran, <i>Futures & options</i>, McGraw Hill

TY BMS	Semester V (Practical)
<i>RJCUBMS503A Wealth Management</i>	<ul style="list-style-type: none"> • Harold Evensky, <i>Wealth Management</i>, McGraw Hill Publication • NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> • Harold Evensky, <i>The new wealth Management</i>, CFA Institute Investment Series Publication

TY BMS	Semester V (Practical)
<i>RJCUBMS504A Direct Taxes</i>	<ul style="list-style-type: none"> • Income Tax Act- Bare act • Dr V K Singhania-<i>Direct Tax Law & Practice</i>

T.Y.BMS SEMESTER V - Elective Course (Marketing)

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TY BMS	Semester V (Theory)
RJCUBMS501B Services Marketing	<ul style="list-style-type: none"> • Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition • Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective, Pearson Education, 7th Edition • Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011 • Harsh V. Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition • K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011 • C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008 • Govind Apte, Services Marketing, Oxford Press, 2004

TY BMS	Semester V (Theory)
RJCUBMS502B E-Commerce & Digital Marketing	<ul style="list-style-type: none"> • D Nidhi, E-Commerce Concepts and Applications, Edn 2011, International Book house P.ltd • Bajaj Kamlesh K, E-Commerce- The cutting edge of Business • Whiteley David, E-Commerce Technologies and Applications-2013 • E-Business & E-Commerce Management 3rd Ed, Pearson Education • Kalokota & Robinson, E-Business 2.0 Road map for Success, Pearson Education • Elias M. Awad, Electronic Commerce, 3rd Edition, Pearson Education • Erfan Turban et.al, Electronic Commerce - A Managerial Perspective, Pearson Education • R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manager's Guide, Pearson Education • Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.

TY BMS	Semester V (Theory)
RJCUBMS503B Sales & Distribution Management	<ul style="list-style-type: none"> • Nag, Sales And Distribution Management, Mcgraw Hill, 2013 Edition • Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition • Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011 • Dr. Martin Khan, Sales And Distribution Management, Excel Books, 1st Edition • Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition

TY BMS	Semester V (Theory)

T.Y.BMS Syllabus Semester V & VI

RJCUBMS504B Customer Relationship Management	<ul style="list-style-type: none"> • Baran Roger J. & Robert J. Galka (2014), <i>Customer Relationship Management: The Foundation of Contemporary Marketing Strategy</i>, Routledge Taylor & Francis Group. • Anderrson Kristin and Carol Kerr (2002), <i>Customer Relationship Management</i>, Tata McGraw-Hill. • Ed Peelen, <i>Customer Relationship Management</i>, Pearson Education • Bhasin Jaspreet Kaur (2012), <i>Customer Relationship Management</i>, Dreamtech Press. • Judith W. Kincaid (2006), <i>Customer Relationship Management Getting it Right</i>, Pearson Education. • Jill Dyche' (2007), <i>The CTM Handbook: A Business Guide to Customer Relationship Management</i>, Pearson Education. • Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), <i>Services Marketing Integrating Customer Focus Across the Firm</i>, Tata McGraw Hill. • Urvashi Makkar and Harinder Kumar Makkar (2013), <i>CRM Customer Relationship Management</i>, McGraw Hill Education
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T.Y.BMS SEMESTER V - Elective Course (Human Resource)

TY BMS	Semester V (Theory)
RJCUBMS501C Finance for HR Professionals & Compensation Management	<ul style="list-style-type: none"> • Gary Dessler, Biju Varkkey, <i>Human Resource Management</i>, Pearson, 12th edition • Mick Marchington and Adrian Wilkinson, <i>Human Resource Management at Work – People Management and Development- IIIrd Edition</i>, • Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani Publishers • Gary Dessler, <i>Framework for HRM</i>, 3rd Edition, Pearson Education • Ashwathappa, <i>Human Resource Management</i> • Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, <i>Managing Human Resources – IVth Edition</i>, (Eastern Economy Edition) • Milkovich, George T, Newman J.M, <i>Compensation</i>, Tata Mc Graw Hill. • Henderson, R.O, <i>Compensation Management</i>, Pearson Edition. • BD Singh, <i>Compensation and Reward Management</i>, Excel Books. • Karen Permant, Joe Knight, <i>Financial Intelligence for HR Professionals</i> • Sharma A.M, <i>Understanding Wage system</i>, Himalaya Publishing House, Mumbai.

TY BMS	Semester V (Theory)
RJCUBMS502C	<ul style="list-style-type: none"> • Shashi K. Gupta, Rosy Joshi, <i>Human Resource Management</i>, Kalyani

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Performance Management & Career Planning	<p><i>Publishers</i></p> <ul style="list-style-type: none"> • <i>Armstrong, Michael, Baron, Performance Management, Jaico Publishers</i> • <i>Robert Bacal, Performance Management, McGraw-Hill Education, 2007</i> • <i>T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.</i> • <i>Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.</i> • <i>A.S. Kohli, T.Deb, Performance Management, Oxford University Press.</i> • <i>Herman Aguinis, Performance Management, Second edition, Pearson Education</i>
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TY BMS	Semester V (Theory)
RJCUBMS503C Talent & Competency Management	<ul style="list-style-type: none"> • <i>Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.</i> • <i>Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi</i> • <i>K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill</i> • <i>Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition.</i> • <i>Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill</i> • <i>Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication</i> • <i>Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publishing</i>

TY BMS	Semester V (Theory)
RJCUBMS504C Stress Management	<ul style="list-style-type: none"> • <i>Stress management by Susan R. Gregson</i> • <i>Stress management: Leading to Success By B Hiriyappa</i> • <i>Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper</i> • <i>Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton</i> • <i>Stress Management by A. K. Rai</i> • <i>Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper</i> • <i>Stress Management by Dr. Nivedita</i>

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TY BMS	Semester V (Theory)
RJCUBMS505 Logistics & Supply Chain Management	<ul style="list-style-type: none"> • David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, <i>Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies</i> Logistics • Donald Waters, <i>An Introduction to Supply Chain</i> • Martin Christopher, <i>Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services</i> • Vinod Sople, <i>Logistic Management - The Supply Chain Imperative</i> • Donald J Bowersox & David J Closs, <i>Logistic Management - The Integrated Supply Chain Process</i> • Alan Rushton, Phil Croucher, Peter Baker, <i>The Handbook of Logistics and Distribution Management-Understanding the Supply Chain</i> • Donald J. Bowersox & David J Closs, <i>Logistical Management-The Integrated Supply Chain Process</i>, McGraw Hill Education • Ronald H Ballou & Samir K Srivastava, <i>Business Logistics/ Supply Chain Management- Pearson</i> • Donald J Bowersox, David J Closs & M Bixby Cooper, <i>Supply Chain Logistics Management- The McGraw Hill Companies</i>

TY BMS	Semester V (Theory)
RJCUBMS506 Corporate Communication & Public Relations	<ul style="list-style-type: none"> • Richard R. Dolphin, <i>The Fundamentals of Corporate Communication</i> • Joep Cornelissen, <i>Corporate Communications: Theory and Practice</i> • James L.Horton, <i>Integrating Corporate Communication:The Cost Effective Use of Message & Medium</i> • Sandra Oliver, <i>Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach</i> • Rosella Gambetti, Stephen Quigley, <i>Managing Corporate Communication</i> • Joseph Fernandez, <i>Corporate Communications: A 21st Century Primer</i> • C.B.M. van Riel, Chris Blackburn, <i>Principles of Corporate Communication</i> • Jaishri Jethwaney, <i>Corporate Communication: Principles and Practice</i>

T.Y.BMS SEMESTER VI - Elective Course (Finance)

TY BMS	Semester VI (Practical)
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RJCUBMS601A <i>International Finance</i>	<ul style="list-style-type: none"> • P G Apte, <i>International Financial Management</i>, 5th Edition, The McGraw Hill • Cheol . S. Eun & Bruce G. Resnick, <i>International Finance Management</i> • Maurice D. Levi, <i>International Finance – Special Indian Edition</i> • Prakash G. Apte, <i>International Finance – A Business Perspective</i> • V A. Aadhani, <i>International Finance</i>
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TY BMS	Semester VI (Practical)
RJCUBMS602A <i>Innovative Financial Services</i>	<ul style="list-style-type: none"> • IM Pandey, <i>Financial Management</i>, Vikas Publishing House Ltd. • Khan M.Y., <i>Financial Services</i>, Mc Graw Hill Education. • Dr.S.Gurusamy, <i>Financial Services</i>, Vijay Nicole Imprints. • <i>Financial Market and Services</i>, E, Gordon and K. Natrajan, Himalaya Publishing House

TY BMS	Semester VI (Practical)
RJCUBMS603A <i>Project Management</i>	<ul style="list-style-type: none"> • Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling & Controlling</i> • Jack.R.Meredith & Samuel.J.Mantel, Jr., <i>Project Management – A Managerial Approach</i> • Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation & Control</i>

TY BMS	Semester VI (Practical)
RJCUBMS604A <i>Indirect Taxes</i>	<ul style="list-style-type: none"> • GST Bare Act 2017 • GST Law & Practice - V.S Datey (6th Edition) • GST Laws – National Academy of Customs, Indirect Tax

T.Y.BMS SEMESTER VI - Elective Course (Marketing)

TY BMS	Semester VI (Theory)
RJCUBMS601B <i>Brand Management</i>	<ul style="list-style-type: none"> • Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> • Keller Kevin Lane, <i>Strategic Brand Management-2008</i>

T.Y.BMS Syllabus Semester V & VI

	<ul style="list-style-type: none"> • Elliot, Richard, <i>Strategic Brand Management</i>-2008 • Kapferer, Jean-Noel, <i>Strategic Brand Management</i>-2000 • Kishen, Ram, <i>Strategic Brand Management</i>- 2013 • Keller Kevin Lane, <i>Strategic Brand Management</i> 4e-2015
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TY BMS	Semester VI (Theory)
RJCUBMS602B Retail Management	<ul style="list-style-type: none"> • Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill • Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai. • Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai. • Dunne Lusch, "Retail Management", South Western Cengage Learning • K.S. Menon, "Store Management", Macmillan India Ltd., • Keith Lincoln, Lars Thomessen & Anthony Aconis, "Retailization -Brand Survival in the Age of Retailer Power", Kogan Page Ltd., • Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill. • Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press • Kishore Biyani, "It Happens in India", & "The Wall Mart Story" • Store Manager, Organiser / Planner- DMS Retail • Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai

TY BMS	Semester VI (Theory)
RJCUBMS603B International Marketing	<ul style="list-style-type: none"> • Dr. Shakeel Ahmad Siddiqui, <i>International Marketing</i>, Dreamtech press , Edition 2011 • Philip R.Cateora, John L. Graham, Prashanth Salwan, <i>International Marketing</i> , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition . • RajGopal, <i>International Marketing</i>, Vikas Publishing House Pvt. Ltd., Edition 2007. • Sak Onkvisit, John J.Shaw, <i>International Marketing Analysis and Strategy</i>, Pearson Publication, Third Edition • Francis Cherunilam, <i>International Business</i>, PHI Learning Private Limited New Delhi, Fifth Edition . • Justin Paul and Ramneek Kapoor, <i>International Marketing Text and Cases</i>, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition. • Rakesh Mohan Joshi, <i>International Marketing</i>, Oxford University Press, Second Edition • Philip R. Cateora, John L. Graham, <i>International Marketing</i>, Tata Mcgraw Hill, Twelfth Edition • Rakesh Mohan Joshi, <i>International Marketing</i> Oxford University Press, First Edition • Michael R. Czinkota, Iikka A Ronkainen, <i>International Marketing</i>, Cengage Learning Edition 2007 • Gerald Albaum, Edwin Duerr, Jesper Strandskov, <i>International Marketing</i>

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	<i>and Export Management, Pearson Publication , Fifth Edition</i>
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TY BMS	Semester VI (Theory)
RJCUBMS604B <i>Media Planning & Management</i>	<ul style="list-style-type: none"> • <i>Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010</i> • <i>Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.</i> • <i>Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition</i> • <i>Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,</i> • <i>Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications</i> • <i>Charles Warner and Joseph Buchman, Media selling ,Surjeet Publication,3rd edition</i>

T.Y.BMS SEMESTER VI - Elective Course (Human Resource)

TY BMS	Semester VI (Theory)
RJCUBMS601C <i>HRM in Global Perspective</i>	<ul style="list-style-type: none"> • <i>Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning</i> • <i>P. L. Rao: International Human Resource Management, Text and Cases, Excel Books</i> • <i>Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource</i> • <i>Management, Managing People in a Multinational Context', South Western College Publishing.</i> • <i>Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press</i> • <i>A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College</i> • <i>Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.</i> • <i>Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press</i> • <i>S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers</i>

TY BMS	Semester VI (Theory)
RJCUBMS602C <i>Organisational Development</i>	<ul style="list-style-type: none"> • <i>Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House</i> • <i>French,W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi,1995.</i> • <i>Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990</i> • <i>Cummings, T. G. & Worley, C. G. (2009).Organization Development and</i>

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	<p><i>Change (9th edition). Canada: South-Western Cengage Learning</i></p> <ul style="list-style-type: none"> • Thomas G. Cummings and Christopher G. Worley, <i>Organization Development and Change</i>, Thomson South-Western, 8th Edition 2004. • Cummings, T. G., <i>Theory of Organization Development and Change</i>, South Western. • Ramanarayan, S. and Rao, T.V., <i>Organization Development: Accelerating Learning and Transformation</i>, 2nd Edition, Sage India, 2011. • Richard L, <i>Organisation, Theory, Change and Design</i>, India Edition(Cenage Learning) • Garath R Jones, Mary Mathew, <i>Organisation Theory, Design and Change: Sixth Edition</i>, Pearson • Wendell L French, Cecil H Bell, Jr, Veena Vohra, <i>Organisation Development</i>, Sixth Edition, Pearson Education
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TY BMS	Semester VI (Theory)
RJCUBMS603C HRM in Service Sector Management	<ul style="list-style-type: none"> • C. Bhattacharjee: <i>Service Sector Management, An Indian Perspective</i>, Jaico Publishing House • Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: <i>Services Marketing</i>, Pearson • Christopher Lovelock: <i>Services Marketing, People, Technology, Strategy</i>, Pearson Education Asia • James A. Fitzsimmons, Mona J, Fitzsimmons: <i>Service Management, Operations, Strategy, Information Technology</i>, Tata McGraw – Hill • Zeithmal, Bitner, Gremler, Pandit: <i>Services Marketing</i>, Tata McGraw – Hill • Lovelock, Wirtz: <i>Services Marketing</i>, Pearson Education, 5th Edition • K. Rao: <i>Services Marketing</i>, Pearson Education • Ramneek Kapoor, Justin Paul, Biplab Halder: <i>Services Marketing</i>

TY BMS	Semester VI (Theory)
RJCUBMS604C Indian Ethos in Management	<ul style="list-style-type: none"> • R Nandagopal, Ajith Sankar RN: <i>Indian Ethics and Values in Management</i>, Tata Mc Graw Hill • Bhatta, S.K., <i>Business Ethics & Managerial Values</i>. • Dave, Nalini V: <i>Vedanta and Mana</i> • Chakraborty, S.K.: <i>Foundation of Managerial Work-Contributions from Indian Thought</i>, Himalaya Publication House, Delhi 1998 • Chakraborty, S.K.: <i>Managerial Effectiveness and Quality of Work life – Indian Insights</i>, Tata McGraw Hill Publishing Company, New Delhi – 1987

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	<ul style="list-style-type: none"> • Chakraborty, S.K.: <i>Management by Values</i>, Oxford University Press 1991. • Nandagopal, Ajith Shankar, <i>Indian Ethos and Values in Management</i>, Tata Mc Graw Hill, 2010 • Khandelwal <i>Indian Ethos and Values for Managers</i>, Himalaya Publishing House, 2009 • Biswanath Ghosh, <i>Ethics In Management and Indian Ethos</i>, Vikas Publishing House, 2009 • Joseph Des Jardins, <i>An Introduction to Business Ethics</i> , Tata Mc Graw Hill, 2009 • S K Chakraborty, <i>Management by Values</i>, Oxford University Press, New Delhi, 2008
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T.Y.BMS SEMESTER VI - Core Course

TY BMS	Semester VI(Practical)
RJCUBMS605 Operation Research	<ul style="list-style-type: none"> • Taha H.A., <i>Operations Research - An Introduction</i>, 6th Edition , Hall of India • Kapoor V.K., <i>Operations Research Techniques for Management</i>, 7th Edition, Sultan Chand & Sons • Kantiswarup, Gupta P.K. & Manmohan, <i>Operations Research</i> 9th Edition, Sultan Chand & Sons • Sharma S.D., <i>Operations Research</i>, 8th Edition, Kedarnath, Ramnath & Company • Bronson R, <i>Operations Research</i>, 2nd Edition, Shaum's Outline Series • Vora N.D, <i>Quantitative Techniques in Management</i>, 3rd Edition, Tata McGraw Hill co. • Shreenath L.S, <i>Principles & Application</i> 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd. • Wagener H.M., <i>Principles of Operations Research</i> 2nd Edition, Prentice - Hall of India • Sasieni M, Yaspan A & John Wiley & Sons Friedman L, <i>Operations Research - Methods & Problems</i> 1st Edition • Natrajan Balasubramani, <i>Tamilarasi, Operations Research</i>, Pearson Education • G. Hadley, <i>Linear Programming</i>, Narosa Book Distributors Private Ltd • L.C. Jhamb, <i>Quantitative Techniques (For Managerial Decisions VOL I)</i>, Everest Publishing House, Pune. • Paul Loomba, <i>Linear Programming</i>, Tata McGraw Hill Publishing Co. Ltd. • Aditham B. Rao , <i>Operations Research</i> Edition 2008, Jaico Publishing House, Mumbai