

SNDT Women's University

BMS –Revised Syllabus Details

Name of the Course : **Bachelor of Management Studies (BMS)**

Duration : **3 years**

Number of Semesters : **6**

Credit per paper : **4**

Total Number of
Papers in 6 Semesters : **30**

Total Credits : **120**

Structure : **As given below**

BMS –Revised Syllabus Structure

Sem	General	Finance	Marketing	HRM	Economics	Prod/ Ops	Computers	QT/ Vocational
I	(1) Principles of Management (2) Business Communication	(3) Financial Accounting	(4) Principles of Marketing		(5) Economics-I			
II			(1) Marketing Management	(2) Organisational Behaviour	(3) Economics-II		(4) Introduction to ICT	(5) Introduction to Quantitative Tecchniques
III	(1) Business Laws	(2) Cost and Management Accounting		(3) HRM		(4) Fundamentals of Production & Operations Mgt		(5) Quantitative Techniques for Business
IV	(1) Strategic Management	(2) Financial Management	(3) Consumer & Buyer Behaviour			(4) Quality Management		(5) Vocational paper (Choose one) (a) Entrepreneurship Development &Event Management (b) Entrepreneurship Development &Stock Market Operations (c) Entrepreneurship Development &Digital Marketing (d) Entrepreneurship Development &Tourism Management (e) Entrepreneurship Development & Rural Marketing (f) Entrepreneurship Development & Logistic (g) Entrepreneurship Development & Insurance
V		(1) Auditing & Taxation (2) Banking &Financial Services	(3) Integrated Marketing Communication (4) BrandMgmt	(5) Industrial Relations (6) Human Resource Development				(7) Advanced Quantitative Methods for Business
VI		(1) Security Analysis and Portfolio Management (2) Advanced Financial Management	(3) International Business (4) Retail Management	(5)International HRM (6) Talent Mgmt.				(7) Project

Sem V

For Semester – V, Students will have Compulsory Paper titled ‘Advanced Quantitative Methods for Business’ and select any 2 specialization from Finance, Marketing and HRM (2 papers per specialization). Total 5 papers.

No.	Course Code	Title of the Paper	Marks	Credits
1.	5001	Auditing & Taxation	100	04
2.	5002	Banking & Financial Services	100	04
3.	5003	Integrated Marketing Communication	100	04
4.	5004	Brand Management	100	04
5.	5005	Industrial Relations	100	04
6.	5006	Human Resource Development	100	04
7.	5007	Advanced Quantitative Methods for Business	100	04

Sem VI

For Semester – VI, Students will have Compulsory Paper titled ‘Project’ and continue with 2 specialization opted in Semester V from Finance, Marketing and HRM (2 papers per specialization). Total 5 papers.

No.	Course Code	Title of the Paper	Marks	Credits
1.	6001	Security Analysis & Portfolio Management	100	04
2.	6002	Advanced Financial Management	100	04
3.	6003	International Business	100	04
4.	6004	Retail Management	100	04
5.	6005	International HRM	100	04
6.	6006	Talent Management	100	04
7.	6007	Project	100	04

SEMESTER - V

Semester: V

Paper No: 1

Course Code: 5001

Paper: Auditing & Taxation

Marks: 100 (Internal 25 + External 75)

Credits: 4

Semester End Examination: 75 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visiting a joint stock company or visiting tax professional and learning practical aspects of taxation and auditing.	Presentation / report	10
Written Test	Score	15
	Total	25

Objectives:

The students will be able to get an overview of the audit process and get an insight on taxation provisions.

Module	Topics	Contact Hours	Weightage (%)
I	Auditing Definition, nature, Objectives & Importance of Auditing, Investigation & Auditing. Types of Audit (Statutory , Internal, Bank or Concurrent Audit, Management & Cost Audit)	07	25
	Controls in Auditing 1) Introduction to internal check 2) Introduction to internal Control Reading of Ledger A/C's (Simple Sums)	08	
II	Taxation: Overview of Direct & Indirect Taxes. a) Indirect Tax: Customs, Excise, VAT, Service Tax	15	25

	b) Income Tax: i) Person ii) Assesse iii) Assessment Year iv) Previous Year v) Income vi) Residential Status. vii) Scope of Total Income (Sec.5) viii) Exempted Incomes Sec10(1),10(2),10(2a),10(10),10(10a)		
III	Scope of Income (Section 14) a) Income from Salary i) Simple problem without valuation of perquisites (Problems) b) Income from house Property (Problem) i) Simple Problems including Interest and Pre-Construction Interest. c) Income from business & Profession. i) Theory & Format) d) Capital Gain (Only Theory) e) Income from other source (Theory & Format) f) Computation of Total Income.	15	25
IV	Deduction of Total Income VI (A) a) 80 C (Only theory & format) b) 80 D (Only theory & format) c) 80 U (Only theory & format) d) 80 DD (Only theory & format) Introduction to Indirect Taxes (Theory only)	15	25
	Total	60	100

Reference Books:

1. Contemporary Auditing – Kamal Gupta, 6th Edition 2005, published by Tata McGraw Hill Publishing Co. Ltd.
2. Direct & Indirect Taxes – Varsha & Mukund Ainapure, 2nd revised edition 2010, published by Manan Prakashan.
3. Direct & Indirect Taxes – V. Singhavi, & L. N. Chopde 2nd revised edition 2010 published by Sheth Publishers Pvt. Ltd.
4. Direct Taxes Ready Reckoner – Dr. Vinold Singhania 29th edition 2006, published by Taxmann Publication(p) Ltd.

Semester: V
Paper No: 2
Course Code: 5002
Paper: Banking and Financial Services
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study OR / AND Quizzes	Case Solution / Quiz Score	10
Visit to a Stock Exchange/SEBI/Mutual Fund/Insurance Company/Credit Rating Company/Commercial Bank etc. OR Assignment	Report / Presentation / Test	15
	Total	25

Objectives:

The student will be able to get a broad view of the financial environment. They will also be able to understand the role played by the different financial intermediaries and regulatory bodies.

Module	Topics	Contact Hours	Weightage (%)
I	Meaning, Scope, Classification and Innovation of Financial Services. i) Meaning, Scope, Classification and causes of financial innovation. ii) Challenges faced by the financial service sectors iii) Introduction to stock Exchange a) NSE, BSE, OTCEI b) Functions of SEBI	07	25

	Banking: Types- Merchant Banking & Commercial Banking: Meaning, Objectives & Functions/Services	08	
II	Venture Capital i) Concept and features of Venture Capital ii) Scope and Importance of venture Capital iii) Methods of venture financing. Leasing i) Concept of leasing ii) Types of Lease (Operating Lease, financial lease) iii) Advantages & disadvantages of leasing.	15	25
III	Mutual Funds i) Concept of Mutual Funds ii) Types and Importance of Mutual Funds iii) Factors affecting the selection of Mutual Funds	15	25
IV	Credit Rating. i) Definition ii) Meaning of Credit Rating, iii) Benefits of Credit Rating iv) Credit Rating Agencies in India.	15	25
	Total	60	100

Reference books:

1. Financial Institutions & Markets – L. M. Bhole, 3rd edition 2001, published by Tata McGraw Hill Publishing Co. Ltd.
2. Financial Institutions & Markets - Dr. S. Gurusamy, 2nd edition 2006, published by Vijay Nicole Imprints Pvt. Ltd.
3. Financial Markets & Services – E. Gordon & Dr. S. Natarajan, 4th revised edition 2007, published by Meena Pandey for Himalaya Publishing House.
4. Merchant Banking & Financial Services – Dr. S. Gurusamy, 1st edition 2005, published by Vijay Nicole Imprints Pvt. Ltd.

Semester: V
Paper No: 3
Course Code: 5003
Paper: Integrated Marketing Communication
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Designing an plan for an event/product OR Case Study	PPT / Case Solution	10
Written Test based on concept understanding and stimulations based on actual market scenario	Score	15
	Total	25

Objectives:

This paper will enable the student to understand the dynamics of communication required from marketing point of view.

Module	Topics	Contact Hours	Weightage (%)
I	Concept and Process of Integrated Marketing Communications (IMC) : Elements of IMC- <ul style="list-style-type: none"> • Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns • Sales Promotion-Different types of Sales Promotion, relationship between Sales promotion and advertising • Publicity – Types of Publicity, relationship between advertising and publicity • Personal Selling 	15	25
II	Elements of IMC- <ul style="list-style-type: none"> • Direct marketing and direct response methods • Event Management 	15	25

	<ul style="list-style-type: none"> • E-Commerce • Corporate Communication <p>Overview of Digital Marketing.</p>		
III	Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution.	15	25
IV	Regulations and Ethical Concerns, Ethics and social responsibility in IMC campaigns Exercise a) Formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/Save energy/No smoking etc.	15	25
	Total	60	100

Reference Books:

1. Advertising and Promotions-Belch & Celch, Tata Mcgrew Hill 2001
2. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia-Himalya Publishing
3. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2002

Semester: V
Paper No: 4
Course Code: 5004
Paper: Brand Management
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study	Case Solution	10
Book Review OR Assignments on well known Indian Brands	Review Report / presentation	15
	Total	25

Objectives:

This paper is intended to enable the students to gain broad understanding of branding as an important aspect of marketing management.

Module	Topics	Contact Hours	Weightage (%)
I	Introductory view: Difference between product and brand, Meaning and importance of Brand name, Types of Brand, Brand Portfolio Brand building stages	15	25
II	Brand Positioning: Brand positioning & Strategies for Brand positioning Brand repositioning & Strategies for Brand repositioning Case Studies: On brand positioning and repositioning	15	25
III	Brand Equity: Cost Based, Price Based, and Consumer Based, important Factors in Brand building,	15	25

	Brand leverage (concept) Brand promotional activities.		
IV	Brand Extensions: Types of brand extensions, Difference between Brand extension, Line Extension, and Product Extension, Brand Portfolio analysis of Indian companies (TATA/Parle Agro etc.)	15	25
	Total	60	100

Reference Books:

1. Brand Management, Gulnar Sharma Karan Singh Khundia, First Edition 2012, Himalaya Publications house.
2. Marketing Management, Philip Kotler, Edition 2008, S.C. Johnson and son Publications.
3. Modern Marketing, R.S.N. Pillai and Bhagwati, Revised Edition 2012, S. Chand Publications.
4. Product and Brand management, K Venugopal Rao, First Edition 2010, Himalaya Publication House.

Semester: V
Paper No: 5
Course Code: 5005
Paper: Industrial Relations
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visit to an industry	Report	5
Written Test based on concept understanding	Score	5
Interview with a registered trade union	PPT	10
Visit to Labour welfare office of the state	Report	5
Total		25

Objectives:

Provide intensive theoretical and practical knowledge of IR and Trade Union, provide outline position of IR in Indian Prospective and provide practical information about how to handle grievances.

Module	Topics	Contact Hours	Weightage (%)
I	Industrial Relations Perspective Impact of Industrial Relation: Concept, Characteristics of IR , Importance of IR, Scope of IR – Factors Affecting IR, Approaches to IR, Pre – requisite for successful IR, Programme, Evaluation& aspects of IR, Characteristics of IR	15	25
II	Labour Welfare Introduction, welfare Provisions Personal Problems: Absenteeism, Employee Morale and Motivation, Health and Safety, Conflict to Cooperation	15	25

III	<p>Industrial Disputes: Forms, Types, Causes, Preventions & Settlement of Dispute, Role and process of Negotiations-conciliation & arbitration.</p> <p>Discipline and Grievance Management: Grievance procedure, disciplinary procedure. Collective Bargaining: Introduction, Nature or Characteristics, essential for collective bargaining, procedure of collective bargaining.</p>	15	25
IV	<p>Trade Union Concept – Trade Union Movement in India, trade union concept- General features, Function - Types & Structure of Trade Union, Problems of Trade unions, Essentials for success of Trade Unions.</p>	15	25
	Total	60	100

Reference Books:

1. Industrial Relation, Arjun Monappa, Tata McGrawHill, 2002.
2. Industrial Relations, Subba Rao, Himalaya Publication.
3. Industrial Relations, Arun Monoppa, Tata McGrw Hill, 2002.
4. Industrial Relations, Concepts and Legal Framework, A.M.Sharma, Himalaya, 1999.
5. Personnel Management, C.B. Mamoria, Himalaya Publication.

Semester: V
Paper No: 6
Course Code: 5006
Paper: Human Resource Development
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Indian case study on change management	Case Solution	10
Book review of "TATA LOG " by Harish Bhatt or any other related book	Score	15
	Total	25

Objectives:

Students will enable to understand the meaning, scope and functions of HRD and a grater realization about its contribution to the value chain, students also Learn various rule of HRD managers.

Module	Topics	Contact Hours	Weightage (%)
I	HRD – Concept, fundamentals ,Objectives , need and importance of HRD, Designing an effective HRD programs, Functions of HRD managers. Evaluating HRD Programme,	15	25
II	Training & Development: Training Needs, Types & Methods of Training Types: Induction , Job training , Promotion training , Refresher training Methods /Techniques of on the job and -off the job: Lectures, Trial and error experience, Understudy, Position Rotation, Specific Project, Committee	15	25

	Assignments, Selective Reading, Vestibule Schools, Case Studies, Conferences, Symposium, Brain Storming, Fish bowl, Role Playing, Simulation, T- Groups, In-basket Training, Games.		
III	Organizational change and Development Organizational Change, Resistance to change, Managing Change, Organizational development- meaning, characteristics, objectives, OD interventions and Techniques, OD process-steps.	15	25
IV	Employee Morale Meaning and characteristics, factors affecting morale, types of morale, measurement of morale, improving morale, Job satisfaction, Team building.	15	25
	Total	60	100

Reference Books:

1. Case Studies, ICFAI Publication.
2. Essentials of Human Resource Mgt & IR Personnel Mgt. P. Subba Rao, C. B. Mammoria, Himalaya Publication.
3. HRM, Terry L. Leap, Maxwell Macmillan, 1990.
4. HRM, Dr. C. B. Gupta Sultan Chand & Sons, 2003.
5. Textbook of HRM, C.B. Mammoria, Himalaya Publication-2003.

Semester: V
Paper No: 7
Course Code: 5007
Paper: Advanced Quantitative Methods for Business
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Assignment	Assignment score	10
Written test	Paper evaluation	15
	Total	25

Objectives:

Provide intensive theoretical and practical knowledge of statistics, and provide an integrated perspective of management functioning along with Quantitative methods of Business.

Module	Topics	Contact Hours	Weightage (%)
I	Testing of Hypothesis – One Sample Test Meaning and type of hypothesis, types of error, large sample test (significance difference between mean and proportions), small sample test (t- test, difference between means).	15	25
II	Testing of Hypothesis – Two Samples Test Testing of Hypothesis for two samples independent Testing of Hypothesis for two samples related Testing of Hypothesis for two samples proportion	15	25
III	Analysis of Variance F- test on variance ratio test , Analysis of variance in one way and two way classification. χ^2 test (chi- square test) Introduction, χ^2 - defined, condition for applying χ^2 - test, yate correction, use of χ^2 test.	15	25

IV	Network Analysis Concept of Network Analysis – Concept of PERT – Concept of CPM – Problem solving using PERT CPM	15	25
	Total	60	100

Reference Books:

1. Business Statistics, J K Sharma, Pearson publications.
2. Fundamental of Statistics, S. C. Gupta, Himalaya Publication.
3. Statistical Methods, S. P. Gupta, S. Chand Publication.

SEMESTER – VI

Semester: VI

Paper No: 1

Course Code: 6001

Paper: Security Analysis and Portfolio Management

Marks: 100 (Internal 25 + External 75)

Credits: 4

Semester End Examination: 75 Marks

Continuous Internal Evaluation: 25 Marks

Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visiting an Investment or wealth management firm and learning practical aspects of portfolio.	Presentation before experts	10
Assignment of preparing a model portfolio based on risk/ Test	Score	15
	Total	25

Objectives:

The student will be able to design a portfolio and can take investment decisions.

Module	Topics	Contact Hours	Weightage (%)
I	Introduction to Portfolio Management and Investment a) Meaning b) Phases of Portfolio Management c) Role of Portfolio Management. d) Financial and Economic Meaning of Investment	15	25

II	Investment and Risk analysis a) Characteristics and objectives of i) Investment V/S Speculation. ii) Investment V/S Gambling b) Types of investors and investment Avenues. Risk a) Meaning b) Elements: ((Systematic Risk , Unsystematic Risk) (Excluding Measurement of Risks)	15	25
III	Fundamental and Technical Analysis a) Meaning of Fundamental Analysis b) Introduction to Economy, Industry and company Analysis framework. c) Technical Analysis i) Meaning ii) Basis Principles of Technical Analysis iii) Elliot Wave Theory	15	25
IV	Efficient Market Theory & Portfolio Selection Model Weak form, semi strong form, strong form of efficient markets. Markowitz Model, CAPM Model	15	25
Total		60	100

Reference Books:

1. Investment Analysis & Portfolio Management- N. G. Kale & Dr. P. K. Bandgar, 2nd edition June 2003, published by N. V. Maroo for Vipul Prakashan.
2. Investment Management, Security Analysis & Portfolio Management – Dr. Preeti Singh, 11th edition 2003, published by Meena Pandey for Himalaya Publishing House.
3. Portfolio Management – S. Kevin, 2nd edition, June 2006, published by Ashok K. Ghosh, Prentice Hall of India Pvt. Ltd.
4. Portfolio Management (including Security analysis) – Dr. G. Ramesh Prabhu, 1st edition 2007 published by Ashok K. Mittal for concept Publishing Co.

Semester: VI
Paper No: 2
Course Code: 6002
Paper: Advanced Financial Management
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Project related to Corporate Mergers and Acquisitions, Inventory & Cash Management, Financial plan etc.	Presentation before experts/report	10
Written Test / Assignment	Score	15
	Total	25

Objectives:

The student will be able to apply advanced financial techniques for effective management.

Module	Topics	Contact Hours	Weightage (%)
I	Financial Planning and Capitalisation (i) Financial Plan – Meaning, Process & Limitations (ii) Capitalisation – Meaning, (iii) Under and Over Capitalisation-Meaning, Effects, Causes & remedies.	15	25
II	Management of Accounts Receivables i) Concept & Importance ii) Credit Policy – Nature & Goals iii) Factors affecting Credit Policy iv) Need for granting credit v) Credit Policy Variables	15	25

III	Inventory & Cash Management (i) Meaning & Objectives of cash management (ii) Motives of holding cash (iii) Strategies of Cash Management (iv) Importance & Techniques of Inventory Management	15	25
IV	Financial and Operating Leverages, Business Restructuring (i) Operating Leverage – Meaning, Degree, Significance & Limitations. (ii) Financial Leverage – Meaning, Degree, Significance & Limitations. (i) Types – Mergers, Acquisitions, Amalgamations, De-Mergers, Joint Ventures.(Concepts of each of the types) Case Study on Corporate Mergers and Acquisitions	15	25
	Total	60	100

Reference Books:

1. Basic Financial Management- M. Y. Khan & P. K. Jain, 2nd edition 2005, published by Tata Mcgraw Hill Publishing Co. Ltd.
2. Financial Management – I.M. Pandey 8th Edition, published by Vikas Publishing house.
3. Financial Management for BMS – O.P. Agarwal, 1st Edition June 2010
4. Financial Management- P. V. Kulkarni & B. G. Satyaprasad, 12th edition, published by Himalaya Publishing House.
5. Fundamentals of Financial Management- Prof. A. P. Rao, 7th revised & enlarged edition. 2006 published by Everest Publishing House.
6. Principles of Financial Management- Satish M. Inamdar, 3rd edition 2006, published by Everest Publishing House.

Semester: VI
Paper No: 3
Course Code: 6003
Paper: International Business
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visiting an export firm/ forwarding agents to have an overview of international business formalities.	Presentation / report	10
Written Test / case presentation of International business	Score	15
	Total	25

Objectives:

Provide students with a perspective of International Business Management, its environment and complexities and International monetary system.

Module	Topics	Contact Hours	Weightage (%)
I	Introduction: <ul style="list-style-type: none"> • Meaning and Importance of International Business. • Difference between Domestic and International Business. International Business in the 21 st Century: <ul style="list-style-type: none"> • The Global Business Environment • Factors affecting International Business • The Impact of Technology 	15	25
II	Legal Aspects of International Business: <ul style="list-style-type: none"> • Legal environment for international business. 	15	25

	<ul style="list-style-type: none"> • Importance of intellectual property rights and patents. • Importance of laws relating to product packaging labeling etc. • WTO – Legal Implications and anti dumping.. 		
III	<p>International Marketing:</p> <ul style="list-style-type: none"> • Dynamics of product and market selection • Segmentation of international markets and consumer’s selection. • International marketing strategies <p>International Business Environment in India</p> <ul style="list-style-type: none"> • Imports related environment in India and other countries. Role of RBI, Customs, DGFT etc. 	15	25
IV	<p>International Human Resource Management:</p> <ul style="list-style-type: none"> • Business ethics and Values ,Importance of Relationships marketing • International HRM Strategy. • Impact of Religion and Culture Labour markets/skills and training <p>Export pricing in India /Role of HR/Finance– A case study.</p>	15	25
	Total	60	100

Reference books:

1. International Business Law and its Environment, Richard Schaffer and others, Cengage, 2009.
2. International School, Justin Paul and published by PHI learning Pvt. Ltd. 2008.
3. Managing Global Work force , Charles M Vance and Yongsunpaik,, PHI, 2009.
4. Reading and Cases in International Human Resource Management, Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Routledge, Fourth Edition,2007.

Semester: VI
Paper No: 4
Course Code: 6004
Paper: Retail Management
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Project on small/large scale retailers	Presentation/ Report	15
Written Test/ Assignment	Score	10
	Total	25

Objectives:

To provide the in-depth knowledge (theoretical as well as practical) about various aspects of retail management & concepts linked to it.

Module	Topics	Contact Hours	Weightage (%)
I	Introduction to Retailing Definition, Importance, Features of Retailing, Factors influencing retail industry, Challenges faced by retailers, Growth of retail in recent years, Future prospects of retailing in Indian Scenario.	15	25
II	Classification of Retail Outlet Organized & unorganized retail Classification : Based on channels, Type of merchandise sold, Type of ownership, Multichannel formats	15	25
III	Retail Store location planning Store Layout Types of store layouts Concept of visual merchandising	15	25
IV	Pricing Strategies Concept of retail price	15	25

	Elements of retail price Retail pricing policies & strategies Technology in retailing Online shopping, E-retailing, database marketing, E-CRM Case study on retailing		
	Total	60	100

Reference Books:

1. Retail Management - Levi & Weitz –TMH Publications
2. Retail Management - P. Ksinha & Uniyal –Oxford Publication
3. Retail Management - Text & cases By Swapna Pradhan –Pearson Publication

Semester: VI
Paper No: 5
Course Code: 6005
Paper: International HRM
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Literature review AND/OR Case Study on failures and success of acquisition and mergers from HR perspectives	Report with presentation / Scores	10
Assignment on Modern techniques of IHR / Test	Scores	15
	Total	25

Objectives:

Students learn techniques which International HR (IHR) managers undertake similar to their domestically-based colleagues and the scope and complexity of IHRM Tasks.

Module	Topics	Contact Hours	Weightage (%)
I	Globalization – Nature, Drivers, Effects; Multiculturalism – Definition, dimensions, Cultural Predisposition Cross Cultural Differences & Managing Across Culture; Staffing Of International Business	15	25
II	IHR Planning, Recruitment, Selection, T & D For International Business International Compensation Management; Repatriation; HRM In Cross Culture Mergers & Acquisitions Analysis of Success & Failures of Acquisitions and mergers through HR perspective.	15	25

III	Ethics And The IHR; Social Responsibility And International Business Demographic diversities and its influences on global execution of business	15	25
IV	Recent techniques in HR: Employee leasing, dual carrier groups. Flexi time and flexi work, organizational politics, exist Policy and Practice	15	25
	Total	60	100

Reference Books:

1. International Human Resource Management- Text And Cases, K Aswathappa, Sadhna Dash, Tata McGraw-Hill.
2. Managing the Global Workforce, Paula Caligiuri, David Lepak, Jaime Bonache, John Wiley & Sons Ltd.

Semester: VI
Paper No: 6
Course Code: 6006
Paper: Talent Management
Marks: 100 (Internal 25 + External 75)
Credits: 4
Semester End Examination: 75 Marks
Continuous Internal Evaluation: 25 Marks
Duration of the Exam: 3 hours

Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Online Assignment, Literature review AND/OR Case Study.	Scores	10
Project on recruitment agency/recruitment policies of a MNC.	Report with or without presentation	10
Registering to an online portal, Appearing for an interview.	Verification	5
	Total	25

Objectives:

To give student an introduction to Talent Management as practiced in leading organizations and to review and discuss existing organizational practices related to developing and managing Human Resources to achieve business strategies and objectives.

Module	Topics	Contact Hours	Weightage (%)
I	An Historical Perspective on Management and Executive Careers and the Challenge of Talent Management. Introduction to Talent Mgmt - Overview a) Strategic Frameworks b) HR Frameworks Attraction, acquisition and retention of talents: Employer branding Career Planning, Succession Planning and boundary less career spanning Hindrances to Career planning.	15	25

	Online recruitment and Job Portals its influence on today's recruitment scenario		
II	Training and development Steps in training, Methods of training, Training calendar, Need and importance of training	15	25
III	Commercials for Talent Management Understanding and Managing the Finances of Talent Managing Cost issues associated with talent management, especially the risk of lost investments in employees and how to manage them in ways that allow the investments to be paid off.	15	25
IV	Talent management process HR relevant cross-cultural management issues & Conflict resolution. The Future of Career Management	15	25
	Total	60	100

Reference Books:

1. Academic Journals: Academy of Management Review, Academy of Management Journal, International Journal of Human Resource Management, Human Resource Management, Journal of Management, Journal of Vocational Behavior.
2. Human Resource Management: Gaining a Competitive Advantage, Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). 6th Edition. McGraw-Hill/Irwin.
3. Practical Journals: Academy of Management Perspectives, Harvard Business Review.

Semester: VI
Paper No: 7
Course Code: 6007
Paper: Project
Marks: 100
Credits: 4
Semester End Examination: 100 Marks

Guidelines:

In the beginning of Semester VI, students should be assigned industry based project related to their specialization.

Students should be guided for preparation of the report.

Combined evaluation by internal and external examiner: Weightage of 50 marks to the project report and 50 marks for viva-voce.