



Janardan Bhagat Shikshan Prasarak Sanstha's

**CHANGU KANA THAKUR
ARTS, COMMERCE & SCIENCE COLLEGE,
NEW PANVEL (AUTONOMOUS)**

**Re-accredited 'A+' Grade by NAAC
'College with Potential for Excellence' Status Awarded by UGC
'Best College Award' by University of Mumbai**

Program: BMS

**Revised Syllabus of F.Y.BMS Management Studies
Choice Based Credit & Grading System (60:40)
w. e. f. Academic Year 2019-20**

Sr. No.	Heading	Particulars
1	Title of Course	Management Studies
2	Eligibility for Admission	12 th Commerce, Science and Arts recognised Board
3	Passing marks criteria	40%
4	Ordinances/Regulations (if any)	
5	No. of Semesters	Two
6	Level	U.G.
7	Pattern	Semester (60:40)
8	Status	Revised
9	To be implemented from Academic year	2019-2020

Title Name of the Programme: Bachelor of Management Studies
(B.M.S.)

Nature of the Programme: BMS is three year full time graduate degree programme

Preamble of the Programme: This course is being introduced by University of Mumbai .With the growing demand for professionally qualified management executives, the course has been especially designed to create operational cadre management personnel. It is a UGC approved three-year degree course under the faculty of Management, with six semesters. This is a specialty program with three specializations offered to learners i.e. Finance, Human Resource and Marketing.

The course is design to give basic understanding about management education which will develop the lateral thinking, communication skills and social responsibilities and strengthen the analytical, interpersonal organization and decision making skills through presentations and seminars. This will also provide an adequate exposure to operational environment in the field of management.

The course is designed to encourage and inculcate the use of modern technology to solve the practical problems in the real world and to prepare learners for future career success by encouraging them to develop necessary tools and skills, including written and oral communication skills, an ability to work with others, leadership qualities, and a capability to creatively solve problems.

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

FYBMS

(To be implemented from Academic Year- 2019-2020)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
Elective Courses (EC)			Elective Courses (EC)		
UMS1IFA	Introduction to Financial Accounts	03	UMS2PMK	Principles of Marketing	03
UMS1BLW	Business Law	03	UMS2ILW	Industrial Law	03
UMS1BST	Business Statistics	03	UMS2BMA	Business Mathematics	03
Ability Enhancement Courses (AEC)			Ability Enhancement Courses (AEC)		
Ability Enhancement Compulsory Course (AECC)			Ability Enhancement Compulsory Course (AECC)		
UMS1BC1	Business Communication - I	03	UMS2BC2	Business Communication -II	03
*Skill Enhancement Courses (SEC)			**Skill Enhancement Courses (SEC)		
	Any one course from the following list of courses	02		Any one course from the following list of the courses	02
Core Courses (CC)			Core Courses (CC)		
UMS1FHS	Foundation of Human Skills	03	UMS2BEN	Business Environment	03
UMS1BE1	Business Economics-I	03	UMS2PMG	Principles of Management	03
Total Credits		20	Total Credits		20

*List of Skill Enhancement Courses (SEC) for Semester I (Any One)		**List of Skill Enhancement Courses (SEC) for Semester II (Any One)	
UMS1FC1	Foundation Course – I	UMS2FC2	Foundation Course - II
UMS1NS1	Foundation Course in NSS – I	UMS2NS2	Foundation Course in NSS - II
UMS1NC1	Foundation Course in NCC – I	UMS2NC2	Foundation Course in NCC - II
UMS1PE1	Foundation Course in Physical Education – I	UMS2PE2	Foundation Course in Physical Education - II

Note: Course selected in Semester I will continue in Semester II

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

(To be implemented from Academic Year- 2019-2020)

Semester I

No. of Courses	Semester I	Credits
	<i>Elective Courses (EC)</i>	
UMS1IFA	Introduction to Financial Accounts	03
UMS1BLW	Business Law	03
UMS1BST	Business Statistics	03
	<i>Ability Enhancement Courses (AEC)</i>	
	<i>Ability Enhancement Compulsory Course (AECC)</i>	
UMS1BC1	Business Communication – I	03
	<i>*Skill Enhancement Courses (SEC)</i>	
	Any one course from the following list of the courses	02
	<i>Core Courses (CC)</i>	
UMS1FHS	Foundation of Human Skills	03
UMS1BE1	Business Economics-I	03
Total Credits		20

<i>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</i>	
UMS1FC1	Foundation Course – I
UMS1NS1	Foundation Course in NSS – I
UMS1NC1	Foundation Course in NCC – I
UMS1PE1	Foundation Course in Physical Education - I

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester I
with Effect from the Academic Year 2019-2020**

Elective Courses (EC)

1. Introduction to Financial Accounts
Course Code: UMS1IFA

Objectives

Sr. No	Objectives
01	To develop an understanding of the basic concept and principles of accounting and acquire the ability to apply the same in preparation of Financial Statement.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Accounting Transactions	15
3	Depreciation Accounting & Trial Balance	15
4	Final Accounts	15
Total		60

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Meaning and Scope of Accounting: Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting • Accounting principles: Introductions to Concepts and conventions • Introduction to Accounting Standards: Meaning and Scope) <ul style="list-style-type: none"> ▪ AS 1 : Disclosure to Accounting Policies ▪ AS 6: Depreciation Accounting ▪ AS 9: Revenue Recognition ▪ AS 10: Accounting For Fixed Assets • International Financial Reporting Standards (IFRS): Introduction to IFRS <ul style="list-style-type: none"> ▪ IAS-1: Presentation of Financial Statements (Introductory Knowledge) ▪ IAS-2: Inventories (Introductory Knowledge) • Accounting in Computerized Environment: Introduction, Features and application in various areas of Accounting
2	Accounting Transactions
	<ul style="list-style-type: none"> • Accounting transactions: Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal & ledger: Rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns & cash book –Triple Column), Bank Reconciliation Statement. • Expenditure: Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test • Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts. • Profit or Loss: Revenue profit or loss, capital profit or loss
3	Depreciation Accounting & Trial Balance
	<ul style="list-style-type: none"> • Depreciation accounting: Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained). • Preparation of Trial Balance: Introduction and Preparation of Trial Balance
4	Final Accounts
	<ul style="list-style-type: none"> • Introduction to Final Accounts of a Sole proprietor • Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. • Preparation and presentation of Final Accounts in horizontal format

Course Outcome

Sr.No	Course Outcome
01	Help the learners to understand types of business transactions and various terminologies used in business.
02	Learners will learn to draw financial statements i.e. Trading, Profit and loss account and balance sheet which will help them to understand financial position of the business.

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

2. Business Law
Course Code: UMS1BLW

OBJECTIVES

Sr. No	Objectives
01	To provide students with practical legal knowledge of legal issues.
02	To provide knowledge of basic concept, ideas, techniques and process in the field of law.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Contract Act, 1872 & Sale of Goods Act, 1930	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15
3	Company Law	15
4	Intellectual Property Rights(IPR)	15
Total		60

Sr. No.	Modules / Units
1	Contract Act, 1872 & Sale of Goods Act, 1930
	<ul style="list-style-type: none"> • Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract. • Sale of Goods Act, 1930: Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986
	<ul style="list-style-type: none"> • Negotiable Instrument Act, 1981: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. • Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.
3	Company Law
	<ul style="list-style-type: none"> • Company Law: What is company?–Incorporation of company–MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.
4	Intellectual Property Rights (IPR)
	<ul style="list-style-type: none"> • Intellectual Property Rights (IPR) <ul style="list-style-type: none"> ▪ IPR definition/ objectives ▪ Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications ▪ Trademarks, definition, types of trademarks, infringement and passing off. ▪ Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions. ▪ Geographical indications (only short notes)

Course Outcome

Sr.No	Course Outcome
01	Apply basic legal knowledge to business transaction.
02	Demonstrate and understanding of the legal environment of the business.

**Revised Syllabus of Courses of Bachelor of Management Studies
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Elective Courses (EC)

3.

**Business Statistics
Course Code: UMS1BST**

OBJECTIVES

Sr.No	Objectives
01	To familiarize learners with basic Statistical tools like central tendency, measures of dispersions, correlation and regression and time – series and their application.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Statistics	15
2	Measures of Dispersion, Co-Relation and Linear Regression	15
3	Time Series and Index Number	15
4	Probability and Decision Theory	15
Total		60

Sr. No.	Modules / Units
1	Introduction to Statistics
	<ul style="list-style-type: none"> • Introduction: Functions/Scope, Importance, Limitations • Data: Relevance of Data(Current Scenario), Type of data(Primary & Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief) • Presentation Of Data: Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives) • Measures Of Central Tendency: Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram),Comparative analysis of all measures of Central Tendency
2	Measures of Dispersion, Co-Relation and Linear Regression
	<ul style="list-style-type: none"> • Measures Of Dispersion: Range with C.R(Co-Efficient Of Range), Quartiles & Quartile deviation with CQ (Co-Efficient Of Quartile), Mean Deviation from mean with CMD (Co-Efficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance), Skewness & Kurtosis (Only concept) • Co-Relation: Karl Pearson, Rank Co-Relation • Linear Regression: Least Square Method
3	Time Series and Index Number
	<ul style="list-style-type: none"> • Time Series: Least Square Method, Moving Average Method, Determination of Season • Index Number: Simple(un weighted) Aggregate Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Numbers, Base Shifting, Splicing and Deflating, Cost of Living Index Number
4	Probability and Decision Theory
	<ul style="list-style-type: none"> • Probability: Concept of Sample space, Concept of Event, Definition of Probability, Addition & Multiplication laws of Probability, Conditional Probability, Bayes' Theorem(Concept only), Expectation & Variance, Concept of Probability Distribution (Only Concept) • Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace & Hurwicz) • Probabilitistics (Decision Making under risk):EMV, EOL, EVPI • Decision Tree

Course Outcome

Sr.No	Course Outcome
01	The learners will get the knowledge of application of Statistical techniques in business decisions.

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Ability Enhancement Courses (AEC)

4.

**Business Communication-I
Course Code: UMS1BC1**

OBJECTIVES

Sr.No	Objectives
01	To aware students with the knowledge and skills of communication in the business environment.
02	To inculcate ability to develop a logical framework for critical analysis of spoken, written, visual and mediated messages in a corporate world.
03	To develop ability to apply critical thinking and behavior skills in an ethical context.
04	To impart the learning of correct practices and strategies of effective business writing.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
Total		60

Sr. No.	Modules / Units
1	Theory of Communication
	<p>Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication</p> <p>Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p>Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees(A brief introduction to these objectives to be given)</p> <p>Methods and Modes of Communication: Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax] Computers and E- communication Video and Satellite Conferencing</p>
2	Obstacles to Communication in Business World
	<p>Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers</p> <p>Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4</p> <p>Introduction to Interpersonal Communication Corporate Social Responsibility Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices: Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace Piracy, Insurance, Child Labour</p>
3	Business Correspondence
	<p>Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing,</p> <p>Personnel Correspondence: Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]</p>

Sr. No.	Modules / Units
4	Language and Writing Skills
	<p>Commercial Terms used in Business Communication</p> <p>Paragraph Writing: Developing an idea, using appropriate linking devices, etc Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p>Activities</p> <ul style="list-style-type: none"> ▪ Listening Comprehension ▪ Remedial Teaching ▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches ▪ Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling. ▪ Reading Comprehension: Analysis of texts from the fields of Commerce and Management

Course Outcome

Sr.No	Course Outcome
01	Demonstrate the use of basic and advanced writing and speaking techniques that today's world demands.
02	Effective use of various types of oral, written and digital communication modes.
03	Create a resume, a cover letter and a profile for professional life.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester I
with Effect from the Academic Year 2019-2020**

Skill Enhancement Courses (SEC)

**5. Foundation Course –I
Course Code: UMS1FC1**

OBJECTIVES

Sr. No	Objectives
01	To provide basic and essential knowledge regarding various activities undertaken and necessary to run socially responsible business organization.
02	To develop the culture of business and entrepreneurial aptitude among the Learners.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Indian Society	05
2	Concept of Disparity- 1	10
3	Concept of Disparity-2	10
4	The Indian Constitution	10
5	Significant Aspects of Political Processes	10
Total		45

Sr. No.	Modules / Units
1	Overview of Indian Society
	Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; Understand regional variations according to rural, urban and tribal characteristics; Understanding the concept of diversity as difference
2	Concept of Disparity- 1
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media; Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities
3	Concept of Disparity-2
	Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; Understand inter-group conflicts arising out of communalism; Examine the causes and effects of conflicts arising out of regionalism and linguistic Differences
4	The Indian Constitution
	Philosophy of the Constitution as set out in the Preamble; The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution
5	Significant Aspects of Political Processes
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

Course Outcome

Sr.No	Course Outcome
01	To teach certain basic skills and aptitude to be helpful in taking up any particular activity in business.
02	To enhance the availability of education and rural development of the Learners.

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Skill Enhancement Courses (SEC)

5. Foundation Course in NSS - I

**Course Code: UMS1NS1
Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to NSS	10
2	Concept of Society and Social Issues in India	15
3	Indian Constitution and Social Justice	10
4	Human Personality and National Integration	10
Total		45

Sr. No.	Modules / Units
1	Introduction to NSS
	<p>Introduction to National Service Scheme(NSS) Orientation and structure of National Service Scheme(NSS) National Service Scheme(NSS)- its objectives The historical perspective of National Service Scheme(NSS) National Service Scheme(NSS)- Symbol and its meaning National Service Scheme(NSS)- its hierarchy from national to college level</p> <p>National Service Scheme(NSS) Regular activities Distribution of working hours- Association between issues and programs- community project- urban rural activities, Association- modes of activity evaluation</p>
2	Concept of Society and Social Issues in India
	<p>History and philosophy of social sciences in India Concept of society- Development of Indian society - Features of Indian Society- Division of labour and cast system in India</p> <p>Basic social issues in India Degeneration of value system, Family system, Gender issues, Regional imbalance</p>
3	Indian Constitution and Social Justice
	<p>Indian Constitution Features of Indian Constitution - Provisions related to social integrity and development</p> <p>Social Justice Social Justice- the concept and its features Inclusive growth- the concept and its features</p>
4	Human Personality and National Integration
	<p>Dimensions of human personality Social Dimension of Human personality- Understanding of the society Physical Dimension of Human personality- Physical Exercise, Yoga, etc.</p> <p>National integration & Communal Harmony National Integration- its meaning, importance and practice Communal Harmony- its meaning, importance and practice</p>

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester I**

with Effect from the Academic Year 2019-2020

Skill Enhancement Courses (SEC)

5.Foundation Course in NCC - I

Course Code: UMS1NC1

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to NCC, National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training, Environment Awareness and Conservation	10
4	Personality Development and Leadership	10
5	Specialized Subject: Army/ Navy/ Air	05
Total		45

Sr. No.	Modules / Units
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1	Introduction to NCC, National Integration & Awareness
	<p>Desired outcome: The students will display sense of patriotism, secular values and shall be transformed into motivated youth who will contribute towards nation building through national unity and social cohesion.</p> <ul style="list-style-type: none"> • Genesis, Aims, Objectives of NCC & NCC Song • Organization & Training • Incentives & Benefits • Religions, Culture, Traditions and Customs of India • National Integration: Importance and Necessity • Freedom Struggle
2	Drill: Foot Drill
	<p>Desired outcome: The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> • General and Words of Command • Attention, Stand at Ease and Stand Easy, Turning and Inclining at the Halt • Sizing, Forming Up in Three Ranks and Numbering, Open and Close Order March and Dressing • Saluting at the Halt, Getting On Parade, Dismissing and Falling Out • Marching, Length of Pace and Time of Marching in Quick Time and Halt, Slow March and Halt • Turning on the March and Wheeling. • Saluting on the March. • Formation of squad and Squad Drill.
3	Adventure Training, Environment Awareness and Conservation
	<p>Adventure Training</p> <p>Desired outcome: The students will overcome fear & inculcate within them the sense of adventure, sportsmanship, esprit-d-corp and develop confidence , courage , determination, diligence and quest for excellence.</p> <ul style="list-style-type: none"> • Any Two such as – Obstacle course, Slithering, Trekking, Cycling, Rock Climbing, Para Sailing, Sailing, Scuba Diving etc <p>Environment Awareness and Conservation</p> <p>Desired outcome: The student will be aware of the conservation of natural resources and protection of environment.</p> <ul style="list-style-type: none"> • Natural Resources – Conservation and Management • Water Conservation and Rainwater Harvesting

Sr. No.	Modules / Units
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4	Personality Development and Leadership
	<p>Desired outcome: The student will develop an all-round personality with adequate leadership traits to deal / contribute effectively in life.</p> <ul style="list-style-type: none"> • Introduction to Personality Development • Factors Influencing /Shaping Personality: Physical, Social, Physiological, Philosophical and Psychological • Self Awareness Know yourself/Insight • Change Your Mindset • Communication Skills: Group Discussion / Lecturettes (Public Speaking) • Leadership Traits • Types of Leadership
5	Specialized Subject: Army Or Navy Or Air
	<p><u>Army</u></p> <p>Desired outcome: The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces. It will also acquaint, expose & provide basic knowledge about armed, naval and air-force subjects</p> <p>A. Armed Force</p> <ul style="list-style-type: none"> • Basic organization of Armed Forces • Organization of Army • Badges and Ranks <p>B. Introduction to Infantry and weapons and equipments</p> <ul style="list-style-type: none"> • Characteristics of 7.62mm SLR Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning <p>C. Military history</p> <ul style="list-style-type: none"> • Biographies of renowned Generals (Carriapa / Sam Manekshaw) • Indian Army War Heroes-PVCs <p>D. Communication</p> <ul style="list-style-type: none"> • Types of Communications • Characteristics of Wireless Technologies (Mobile, Wi-Fi etc.) <p style="text-align: center;">OR</p> <p><u>Navy</u></p> <p>A. Naval orientation and service subjects</p> <ul style="list-style-type: none"> • History of the Indian Navy-Pre and Post Independence, Gallantry award winners • Organization of Navy- NHQ, Commands, Fleets, Ships and shore establishments • Types of Warships and their role • Organization of Army and Air Force- Operational and Training commands • Ranks of Officers and Sailors, Equivalent Ranks in the Three Services <p>B. Ship and Boat Modelling</p> <ul style="list-style-type: none"> • Principles of Ship Modelling • Maintenance and Care of tools

Sr. No.	Modules / Units
	<p>C. Search and Rescue</p> <ul style="list-style-type: none"> • SAR Organization in the Indian ocean <p>D. Swimming</p> <p>Floating for three minutes and Free style swimming for 50 meters</p> <p style="text-align: center;"><i>OR</i></p> <p><u>AIR</u></p> <p>A. General Service Knowledge</p> <ul style="list-style-type: none"> • Development of Aviation • History of IAF <p>B. Principles of Flight</p> <ul style="list-style-type: none"> • Introduction • Laws of Motion • Glossary of Terms. <p>C. Airmanship</p> <ul style="list-style-type: none"> • Introduction • Airfield Layout • Rules of the Air • Circuit Procedure • ATC/RT Procedures • Aviation Medicine <p>D. Aero-Engines</p> <ul style="list-style-type: none"> • Introduction to Aero-engines

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester I
with Effect from the Academic Year 2019-2020***

Skill Enhancement Courses (SEC)

5. Foundation Course in Physical Education -I
Course Code: UMS1PE1

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Basic Relevant concepts in Physical Education	10
2	Components of Physical Fitness	15
3	Testing Physical Fitness	10
4	Effect of Exercise on various Body System	10
Total		45



Sr. No.	Modules / Units
1	Introduction to Basic Relevant concepts in Physical Education
	<ul style="list-style-type: none"> • Dimensions and determinants of Health, Fitness & Wellness • Concept of Physical Education and its importance • Concept of Physical Fitness and its types • Concept of Physical Activity, exercise and its types & benefits
2	Components of Physical Fitness
	<ul style="list-style-type: none"> • Concept of components of Physical Fitness • Concept and components of HRPF • Concept and components of SRPF • Importance of Physical Education in developing physical fitness components.
3	Testing Physical Fitness
	<ul style="list-style-type: none"> • Tests for measuring Cardiovascular Endurance • Tests for measuring Muscular Strength & Endurance • Tests for measuring Flexibility • Tests for measuring Body Composition
4	Effect of Exercise on various Body System
	<ul style="list-style-type: none"> • Effect of exercises on Musculoskeletal system • Effect of exercises on Circulatory System • Effect of exercises on Respiratory System • Effect of exercises on Glandular System

**Revised Syllabus of Courses of Bachelor of Management Studies
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Core Courses (CC)

**6. Foundation of Human Skills
Course Code: UMS1FHS**

Objectives

Sr.No	Objectives
01	To provide basis of understanding to the learners with reference to human behaviour, human skills and introduction to group behaviour, organizational culture and motivation.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding of Human Nature	15
2	Introduction to Group Behaviour	15
3	Organizational Culture and Motivation at workplace	15
4	Organizational Change, Creativity and Development and Work Stress	15
Total		60

Sr. No.	Modules / Units
1	<p data-bbox="325 197 766 232">Understanding of Human Nature</p> <ul style="list-style-type: none"> <li data-bbox="338 255 1410 331">● Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment <li data-bbox="338 342 1410 633">● Personality and attitude: Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation , self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions <li data-bbox="338 645 1410 927">● Thinking, learning and perceptions: Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place.(Errors such as Halo effect, stereotyping, prejudice attributional).
2	<p data-bbox="325 945 766 981">Introduction to Group Behaviour</p> <ul style="list-style-type: none"> <li data-bbox="338 1003 1410 1254">● Introduction to Group Behaviour <ul style="list-style-type: none"> <li data-bbox="386 1048 1410 1124">▪ Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures) <li data-bbox="386 1135 1410 1211">▪ Team effectiveness: nature, types of teams, ways of forming an effective team. <li data-bbox="386 1223 600 1254">▪ Setting goals. <li data-bbox="338 1265 1410 1509">● Organizational processes and system. <ul style="list-style-type: none"> <li data-bbox="386 1310 1410 1386">▪ Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games. <li data-bbox="386 1397 1410 1509">▪ Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.
3	<p data-bbox="325 1527 1021 1563">Organizational Culture and Motivation at workplace</p> <ul style="list-style-type: none"> <li data-bbox="338 1585 1410 1742">● Organizational Culture: <ul style="list-style-type: none"> <li data-bbox="386 1630 951 1662">▪ Characteristics of organizational culture. <li data-bbox="386 1673 1129 1704">▪ Types, functions and barriers of organizational culture <li data-bbox="386 1715 1254 1747">▪ Ways of creating and maintaining effective organization culture <li data-bbox="338 1758 1410 2040">● Motivation at workplace: Concept of motivation Theories of motivation in an organizational setup. <ul style="list-style-type: none"> <li data-bbox="386 1848 759 1879">▪ A. Maslow Need Heirachy <li data-bbox="386 1890 727 1921">▪ F.Hertzberg DualFactor <li data-bbox="386 1933 861 1964">▪ Mc.Gregor theory X and theory Y. <p data-bbox="367 1975 1398 2040">Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.</p>

4	Organizational Change, Creativity and Development and Work Stress
	<ul style="list-style-type: none"> • Organizational change and creativity: Concepts of organizational change, Factors leading/influencing organizational change, Kurt Lewins model of organizational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. • Organizational Development and work stress: Need for organizational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress

Course Outcome

Sr.No	Course Outcome
01	Learners will learn self awareness, personal development.
02	Leadership and communication

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester I
with Effect from the Academic Year 2019-2020**

Core Courses (CC)

**7. Business Economics –I
Course Code: UMS1BE1**

Objectives

Sr.No	Objectives
01	To help the students to understand the basic concepts of Business Economics
02	To study the nature and scope of Business Economics
03	To study importance and applications of Business Economics in practical market.
04	Students will be able to identify key economic problems in business firms

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	10
2	Demand Analysis	10
3	Supply and Production Decisions and Cost of Production	15
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
5	Pricing Practices	10
Total		60

Sr. No.	Modules / Units
1	Introduction
	Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making.
2	Demand Analysis
	Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional) The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium. Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods <i>(numerical illustrations on trend analysis and simple linear regression)</i>
3	Supply and Production Decisions and Cost of Production
	Production function: short run analysis with Law of Variable Proportions- - iso quants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run <i>(hypothetical numerical problems to be discussed)</i> , LAC and Learning curve - Break even analysis <i>(with business applications)</i>
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition
	Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolistic competition: Equilibrium of a firm under monopolistic competition, <i>(topics to be taught using case studies from real life examples)</i> Oligopolistic markets: key attributes of oligopoly - <i>(with practical examples)</i>
5	Pricing Practices
	Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing <i>(case studies on how pricing methods are used in business world)</i>

Course Outcome

Sr.No	Course Outcome
01	Students will understand general economic concepts (supply & demand, comparative advantage, opportunity cost, etc.)
02	Students will understand micro-economic concepts (elasticity, monopoly, price discrimination, etc.)
03	Students will be able to identify and solve complex economic problems faced by business firms.

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year- 2019-2020)

Semester II

No. of Courses	Semester II	Credits
1	<i>Elective Courses (EC)</i>	
UMS2PMK	Principles of Marketing	03
UMS2ILW	Industrial Law	03
UMS2BMA	Business Mathematics	03
	<i>Ability Enhancement Courses (AEC)</i>	
	<i>Ability Enhancement Compulsory Course (AECC)</i>	
UMS2BC2	Business Communication – II	03
	<i>**Skill Enhancement Courses (SEC)</i>	
	Any one course from the following list of the courses	02
	<i>Core Courses (CC)</i>	
UMS2BEN	Business Environment	03
UMS2PMG	Principles of Management	03
	Total Credits	20

<i>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</i>	
UMS2FC2	Foundation Course – II
UMS2NS2	Foundation Course in NSS – II
UMS2NC2	Foundation Course in NCC – II
UMS2PE2	Foundation Course in Physical Education – II

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Elective Courses (EC)

1.

**Principles of Marketing
Course Code: UMS2PMK**

OBJECTIVES

Sr.No	Objectives
01	To introduce the marketing concept and how we identify, understand and satisfy the needs of customers in the market.
02	To introduce marketing strategies and current policies.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Marketing	15
2	Marketing Environment, Research and Consumer Behaviour	15
3	Marketing Mix	15
4	Segmentation, Targeting and Positioning and Trends In Marketing	15
Total		60

Sr. No.	Modules / Units
1	Introduction to Marketing
	<ul style="list-style-type: none"> ● Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function ● Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. ● Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.
2	Marketing Environment, Research and Consumer Behaviour
	<ul style="list-style-type: none"> ● The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders. ● Macro environment: Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis) ● Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research ● MIS: Meaning, features and Importance ● Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour
3	Marketing Mix
	<ul style="list-style-type: none"> ● Marketing mix: Meaning –elements of Marketing Mix. ● Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. ● Branding –Packing and packaging – role and importance ● Pricing – objectives- factors influencing pricing policy and Pricing strategy. ● Physical distribution – meaning – factor affecting channel selection-types of marketing channels ● Promotion – meaning and significance of promotion. Promotion tools(brief)
4	Segmentation, Targeting and Positioning and Trends In Marketing
	<ul style="list-style-type: none"> ● Segmentation – meaning , importance ,basis ● Targeting – meaning , types ● Positioning – meaning –strategies ● New trends in marketing – E-marketing , Internet marketing and marketing using Social network ● Social marketing/ Relationship marketing

Course Outcome

Sr.No	Course Outcome
01	Learners should be familiar with the basic elements of the marketing mix and to provide framework about marketing policies.
02	To evaluate marketing decisions and initiatives.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Elective Courses (EC)

2.

**Industrial Law
Course Code: UMS2ILW**

OBJECTIVES

Sr.No	Objectives
01	To emphasize on the practical aspects and uses of industrial law by the organization since the students will be joining the industry.
02	To familiarize them with the current industrial practices.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	15
3	Social Legislation	15
4	Laws Related to Compensation Management	15
Total		60

Sr. No.	Modules / Units
1	Laws Related to Industrial Relations and Industrial Disputes
	<ul style="list-style-type: none"> Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure The Trade Union Act,1926
2	Laws Related to Health, Safety and Welfare
	<ul style="list-style-type: none"> The Factory Act 1948: (Provisions related to Health, Safety and Welfare) The Workmen's Compensation Act, 1923Provisions: <ul style="list-style-type: none"> Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence Definitions Employers liability for compensation (S-3 to13) Rules as to Compensation (Sec 4 to Sec 9) (14 A &17)
3	Social Legislation
	<ul style="list-style-type: none"> Employee State Insurance Act 1948: Definition and Employees Provident Fund Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues
4	Laws Related To Compensation Management
	<ul style="list-style-type: none"> The payment of Wages Act 1948: Objectives, Definition, Authorized Deductions Payment of Bonus Act,1965 The Payment Of Gratuity Act,1972

Course Outcome

Sr.No	Course Outcome
01	Be familiar with the general approaches to the study of law and legal reasoning.
02	Demonstrate familiarity with the rules of professional ethics.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Elective Courses (EC)

3.

**Business Mathematics
Course Code: UMS2BMA**

Objectives

Sr.No	Objectives
01	To develop an understanding of the basic mathematics like interest and annuity, matrices, derivatives and numerical analysis and their application.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Elementary Financial Mathematics	15
2	Matrices and Determinants	15
3	Derivatives and Applications of Derivatives	15
4	Numerical Analysis [Interpolation]	15
Total		60

Sr. No.	Modules / Units
1	Elementary Financial Mathematics
	<ul style="list-style-type: none"> • Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest • Annuity-Present and future value-sinking funds • Functions: Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point.
2	Matrices and Determinants
	<ul style="list-style-type: none"> • Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix) • Determinants of a matrix of order two or three: properties and results of Determinants • Solving a system of linear equations using Cramer's rule • Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method • Case study: Input Output Analysis
3	Derivatives and Applications of Derivatives
	<ul style="list-style-type: none"> • Introduction and Concept: Derivatives of constant function, logarithmic functions, polynomial and exponential function • Rules of derivatives: addition, multiplication, quotient • Second order derivatives • Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand
4	Numerical Analysis [Interpolation]
	<ul style="list-style-type: none"> • Introduction and concept: Finite differences – forward difference operator – Newton's forward difference formula with simple examples • Backward Difference Operator. Newton's backward interpolation formula with simple examples

Course Outcome

Sr.No	Course Outcome
01	The learners will get the knowledge of application of Mathematics in business, finance and economics.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Ability Enhancement Courses (AEC)

**4. Business Communication –II
Course Code: UMS2BC2**

Objectives

Sr.No	Objectives
01	To develop ability to prepare and effectively deliver an oral presentation utilizing electronic software.
02	To learn organization of team activities that lead to development of collaborative work skills.
03	To draft effective business correspondence with brevity and clarity.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
Total		60

Sr. No.	Modules / Units
1	Presentation Skills
	<p>Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation</p> <p>Effective use of OHP</p> <p>Effective use of Transparencies</p> <p>How to make a Power-Point Presentation</p>
2	Group Communication
	<p>Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <p>Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</p> <p>Conference: Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</p> <p>Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR</p>
3	Business Correspondence
	<p>Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</p> <p>Only following to be taught in detail:-</p> <p>Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>[Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]</p>
4	Language and Writing Skills
	<p>Reports: Parts, Types, Feasibility Reports, Investigative Reports</p> <p>Summarization: Identification of main and supporting/sub points Presenting these in a cohesive manner</p>

Course Outcome

Sr.No	Course Outcome
01	Develop and deliver informational, persuasive, creative and effective presentations.
02	Application of effective business writing.
03	Inculcation of interpersonal skills, collaborative skills and team spirit.
04	Development of effective communication abilities for career progression purpose and transition to workplace.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Skill Enhancement Courses (SEC)

**5. Foundation Course –II
Course Code: UMS2FC2**

Objectives

Sr.No	Objectives
01	To provide students with exposure of various global personal-social issues and their background.
02	To build understanding of the impact of these issues on day-to-day life and the society.
03	To develop critical thinking and creatively generating solutions to these problems.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Globalisation and Indian Society	07
2	Human Rights	10
3	Ecology	10
4	Understanding Stress and Conflict	10
5	Managing Stress and Conflict in Contemporary Society	08
	Total	45

Sr. No	Modules /Units
1	Globalisation and Indian Society
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.
2	Human Rights
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	Ecology
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life; Sustainable development- concept and components; poverty and environment
4	Understanding Stress and Conflict
	Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict
5	Managing Stress and Conflict in Contemporary Society
	Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualization; Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in Society

Course Outcome

Sr.No	Course Outcome
01	Ability to identify, describe and solve various personal and social problems.
02	Think globally and consider social issues from a variety of perspectives.
03	Actively support the values and diversity in improving social life.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Skill Enhancement Courses (SEC)

Course Code: UMS2NS2

5. Foundation Course in NSS - II

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Socio-economic Survey and Special Camp	10
2	Orientation of the College Unit and Communication Skills	15
3	Rapport with Community and Programme Planning	10
4	Government Organizations /Non-Government Organizations	10
Total		45

Sr. No.	Modules / Units
1	Socio-economic Survey and Special Camp
	<p>Socio economic survey Socio-economic survey- its meaning and need, Process of Socio-economic survey- design of questionnaire; data collection, data analysis and report writing</p> <p>Special camping activity Concept of camp- Identification of community problems- Importance of group living- Team building- Adoption of village- Planning for camp- pre camping, during the course of camp and post camping activities</p>
2	Orientation of the College Unit and Communication Skills
	<p>Training and orientation of the program unit in the college Leadership training– formation of need based programmes - Concept of campus to community(C to C)activities</p> <p>Communication skills and Documentation Communication skills- the concept, Verbal, Non-Verbal communication The documentation- Activity Report Writing – basics of NSS accounting – Annual Report – Press note and preparation</p>
3	Rapport with Community and Programme Planning
	<p>Working with individual group and community Ice breaking- interaction games – conflict resolution</p> <p>Program planning Programme planning- the concept and its features, requirements for successful implementation of program- program flow charting- feedback</p>
4	Government Organizations /Non-Government Organizations
	<p>Structure of Government Organizations and Non-Government Organizations Government organizations (GO)- its meaning -Legal set up, functioning, Sources of funding Non-Government organizations (NGO)- its meaning -Legal set up, functioning, Sources of funding National Service Scheme(NSS)- Government organizations (GO) and Non-Government organizations (NGO)</p> <p>Government schemes for community development Schemes of Government welfare departments for community development- provisions & examples</p>

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Skill Enhancement Courses (SEC)

**5. Foundation Course in NCC – II
Course Code: UMS2NC2**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Disaster Management, Social Awareness and Community Development	10
2	Health and Hygiene	10
3	Drill with Arms	10
4	Weapon Training	10
5	Specialized Subject: Army Or Navy Or Air	05
Total		45

Sr. No.	Modules / Units
1	Disaster Management, Social Awareness and Community Development
	<p>Disaster Management: Desired outcome: The student shall gain basic information about civil defence organization / NDMA & shall provide assistance to civil administration in various types of emergencies during natural / manmade disasters</p> <ul style="list-style-type: none"> • Civil Defence Organization and Its Duties/NDMA • Types of Emergencies/ Natural Disaster • Assistance during Natural / Other Calamities: Flood / Cyclone/ Earth Quake/ Accident etc. • 'Avan' model of NCC <p>Social Awareness and Community Development: Desired outcome: The student shall have an understanding about social service and its need, about NGOs and shall participate in community action programmes for betterment of the community.</p> <ul style="list-style-type: none"> • Basics of Social Service, Weaker Sections of Our Society and Their Needs • Social/ Rural Development Project: MNREGA, SGSY, NSAP etc. • Contribution of Youth towards Social Welfare • Civic Responsibilities • Causes & Prevention of HIV/AIDS; Role of Youth
2	Health and Hygiene
	<p>Desired outcome: The student shall be fully aware about personal health and hygiene lead a healthy life style and foster habits of restraint and self awareness.</p> <ul style="list-style-type: none"> • Structure and Functioning of the Human Body • Hygiene and Sanitation (Personal and Food Hygiene) • Infectious & Contagious Diseases & Their Prevention
3	Drill with Arms
	<p>Desired outcome: The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> • Attention, Stand at Ease and Stand Easy • Getting on Parade with Rifle and Dressing at the Order • Dismissing and Falling Out • Ground / Take Up Arms • Present From the Order and Vice-versa • General Salute, Salami Shastra
4	Weapon Training
	<p>Desired outcome: The student shall have basic knowledge of weapons and their use and handling.</p> <ul style="list-style-type: none"> • Characteristics of a Rifle / Rifle Ammunition and its FirePower • Stripping, Assembling, Care and Cleaning and Sight Setting of .22rifle • Stripping, Assembling, Care and Cleaning of 7.62mmSLR • Loading, Cocking and Unloading • The lying position, Holding and Aiming-I • Trigger control and firing a shot • Range procedure and safety precautions • Short range firing, Aiming- II -Alteration of sight

Sr. No.	Modules / Units
5	Specialized Subject: Army Or Navy Or Air
	<p>Army Desired outcome: The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces. It will also acquaint, expose & provide basic knowledge about armed, naval and air-force subjects</p> <p>A. Map reading</p> <ul style="list-style-type: none"> • Introduction to types of Maps and Conventional signs • Scales and Grid system • Topographical forms and technical terms • Relief, contours and Gradients • Cardinal points and Types of North • Types of bearings and use of Service Protractor • Prismatic compass and its use and GPS <p>B. Field Craft and BattleCraft</p> <ul style="list-style-type: none"> • Introduction • Judging distance • Description of ground • Recognition, Description and Indication of landmarks and targets <p style="text-align: center;">OR</p> <p>Navy</p> <p>A. `Naval Communication</p> <ul style="list-style-type: none"> • Introduction to Naval Modern Communication, Purpose and Principles <ul style="list-style-type: none"> ▪ Introduction of Naval communication ▪ Duties of various communication sub-departments • Semaphore <ul style="list-style-type: none"> ▪ Introduction of position of letters and prosigns ▪ Reading of messages ▪ Transmission of messages <p>B. Seamanship</p> <ul style="list-style-type: none"> • Anchor work <ul style="list-style-type: none"> ▪ Parts of Anchor and Cable, their identification • Rigging <ul style="list-style-type: none"> ▪ Types of ropes and breaking strength- stowing, maintenance and securing of ropes ▪ Practical Bends and Hitches: Reef Knot, Half hitch, Clove Hitch, Rolling Hitch, Timber Hitch, Bow Line, Round Turn and Two half hitch and Bow line on the Bight and its basic elements and uses. ▪ Introduction to Shackles, Hooks, Blocks and Derricks, Coiling Down and Splicing of rope <p>C. Boat work</p> <ul style="list-style-type: none"> • Parts of Boat and Parts of an Oar • Instruction on boat Pulling- Pulling orders • Steering of boat under oars, Practical instruction on Boat Pulling, Precautions while pulling

Sr. No.	Modules / Units
	<p style="text-align: center;"><i>OR</i></p> <p>Air</p> <p>A. Airframes</p> <ul style="list-style-type: none">• AircraftControls• LandingGear <p>B. Instruments</p> <ul style="list-style-type: none">• Basic FlightInstruments <p>C. AircraftParticulars</p> <ul style="list-style-type: none">• Aircraft Particulars (Typespecific) <p>D. Aero modelling</p> <ul style="list-style-type: none">• History of Aeromodelling• Materials used in Aeromodelling• Type of Aeromodels• Flying/ Building of Aeromodels

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester II
with Effect from the Academic Year 2019-2020**

Skill Enhancement Courses (SEC)

**5. Foundation Course in Physical Education –II
Course Code: UMS2PE2**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Development of Fitness	10
2	Health, Fitness and Diseases	15
3	Yoga Education	10
4	Daily Schedule of Achieving Quality of Life and Wellness	10
Total		45

Sr. No.	Modules / Units
1	Development of Fitness
	<ul style="list-style-type: none"> • Benefits of physical fitness and exercise and principles of physical fitness • Calculation of fitness index level1-4 • Waist-hip ratio Target Heart Rate, BMI and types and principles of exercise (FITT) • Methods of training – continues, Interval, circuit, Fartlek and Plyometric
2	Health, Fitness and Diseases
	<ul style="list-style-type: none"> • Definition of obesity and its management • Communicable diseases, their preventive and therapeutic aspects • Factors responsible for communicable diseases • Preventive and therapeutic aspect of Communicable and non- communicable diseases
3	Yoga Education
	<ul style="list-style-type: none"> • Meaning and history of yoga • Ashtang yoga and types of yoga • Types of Suryanamaskar and Technique of Pranayam • Benefits of Yoga
4	Daily Schedule of Achieving Quality of Life and Wellness
	<ul style="list-style-type: none"> • Daily schedule based upon one's attitude, gender, age & occupation. • Basic – module: - Time split for rest, sleep, diet, activity &recreation. • Principles to achieve quality of life:- positive attitude, daily regular exercise, control over food habits & healthy hygienic practices.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester II
with Effect from the Academic Year 2019-2020**

Core Courses (CC)

**6. Business Environment
Course Code: UMS2BEN**

Objectives

Sr.No	Objectives
01	To analyze the overall Business Environment and evaluate its various components in Business decision making.
02	Emphasis will be placed on social and environmental responsibility towards various Stakeholders.
03	Impact of Micro and Macro Environment on the Business activities.
04	Learners will be able to perform SWOT analysis.
05	Learners will gain an understanding of the International Business.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Business Environment	15
2	Political and Legal environment	15
3	Social and Cultural Environment, Technological environment and Competitive Environment	15
4	International Environment	15
Total		60

Sr. No.	Modules / Units
1	Introduction to Business Environment
	<ul style="list-style-type: none"> • Business: Meaning, Definition, Nature & Scope, Types of Business Organizations • Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment • Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis. • Introduction to Micro-Environment: <ul style="list-style-type: none"> ▪ Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity ▪ External Environment: Firm, customers, suppliers, distributors, Competitors, Society • Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)
2	Political and Legal environment
	<ul style="list-style-type: none"> • Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. • Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy • Impact of business on Private sector, Public sector and Joint sector • Sun-rise sectors of India Economy. Challenges of Indian economy.
3	Social and Cultural Environment, Technological environment and Competitive Environment
	<ul style="list-style-type: none"> • Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business • Technological environment: Features, impact of technology on Business • Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies
4	International Environment
	<ul style="list-style-type: none"> • International Environment– <ul style="list-style-type: none"> ▪ GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. ▪ Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. ▪ MNCs: Definition, meaning, merits, demerits, MNCs in India ▪ FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, • Challenges faced by International Business and Investment Opportunities for Indian Industry.

Course Outcome

Sr.No	Course Outcome
01	Familiarize with the nature of Business Environment and its components.
02	To demonstrate and develop conceptual framework of Business Environment and generate interest in International Business.
03	Understand the concept of Capitalism, Socialism and Mixed Economy.
04	Differentiate between needs and wants of society and can indentify how these are satisfied through Business Activities.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester II
with Effect from the Academic Year 2019-2020**

Core Courses (CC)

7.

**Principles of Management
Course Code: UMS2PMG**

Objectives

Sr.No	Objectives
01	To provide a basis of understanding to the learners with reference to working of business organization through the process of management.
02	To inculcate managerial skills of planning, organising and controlling and to teach how it can be executed in a variety of circumstances.
03	To apply concepts of strategic and tactical organizational planning

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Nature of Management	15
2	Planning and Decision Making	15
3	Organising	15
4	Directing, Leadership, Co-ordination and Controlling	15
Total		60

Sr. No.	Modules / Units
1	Nature of Management
	<ul style="list-style-type: none"> • Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. • Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.
2	Planning and Decision Making
	<ul style="list-style-type: none"> • Planning: Meaning, Importance, Elements, Process, Limitations and MBO. • Decision Making: Meaning, Importance, Process, Techniques of Decision Making.
3	Organizing
	<ul style="list-style-type: none"> • Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations • Departmentation: Meaning, Basis and Significance • Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization • Delegation: Authority & Responsibility relationship
4	Directing, Leadership, Co-ordination and Controlling
	<ul style="list-style-type: none"> • Directing: Meaning and Process • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management & CSR

Course Outcome

Sr.No	Course Outcome
01	Learners will possess knowledge of current theory and techniques of major business discipline.
02	Learners will exhibit leadership capacity and teamwork skills for business decision making.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester I
with effect from the Academic Year 2019-2020**

Reference Books

Reference Books
Introduction to Financial Accounts
<ul style="list-style-type: none"> • <i>Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excelbooks</i> • <i>Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearsoneducation)</i> • <i>Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh–Taxman</i> • <i>Financial Accounting for Business Managers: By Ashish K.Bhattacharya.</i> • <i>Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., NewDelhi</i> • <i>Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., NewDelhi</i> • <i>Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., NewDelhi</i> • <i>Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd.,Mumbai</i> • <i>Financial Accounting by LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., NewDelhi</i> • <i>Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai</i> • <i>Financial Accounting by P.C. Tulsian, Pearson Publications, NewDelhi</i> • <i>Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc</i> • <i>Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida</i> • <i>Compendium of Statement and Standard of Accounting, ICAI</i> • <i>Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i> • <i>Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i> • <i>Company Accounting Standards by ShrinivasanAnand, Taxman, NewDelhi</i> • <i>Financial Accounting by V. Rajasekaran, Pearson Publications, NewDelhi</i> • <i>Introduction to Financial Accounting by Horngren, Pearson Publications, NewDelhi</i> • <i>Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., NewDelhi</i> • <i>Financial Accounting a Managerial Perspective, Varadraj B. Bapat, MehulRaithatha, Tata McGraw Hill Education Pvt. Ltd., NewDelhi</i>
Business Law
<ul style="list-style-type: none"> • <i>Elements of mercantile Law –N.D.Kapoor</i> • <i>Business Law – P.C.Tulsian</i> • <i>Business Law – SSGulshan</i> • <i>Company Law – Dr.AvtarSingh</i> • <i>Indian contract Act – Dr.AvtarSingh</i> • <i>Law of IntellectualProperty-V.K-Taraporevala</i>
Business Statistics
<ul style="list-style-type: none"> • <i>Statistics of Management , Richard Levin & David S. Rubin, Printice Hall of India , NewDelhi.</i> • <i>Statistics for Business & Economics, David R Anderson, Dennis J Sweney, ThompsonPublication.</i> • <i>Fundamental of Statistics, S C Gupta, Himalya PublicationHouse.</i> • <i>Business Statistics , Bharadwaj , Excel Books, Delhi</i> • <i>Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher.</i>

Reference Books

Business Communication - Paper I

- Agarwal, AnjuD(1989) *A Practical Handbook for Consumers*,IBH.
- Alien, R.K.(1970) *Organisational Management throughCommunication*.
- Ashley,A(1992) *A Handbook Of Commercial Correspondence*, Oxford UniversityPress.
- Aswalthapa, K (1991)*Organisational Behaviour*, Himalayan Publication,Mumbai.
- Atreya N and Guha (1994) *Effective Credit Management*, MMC School of Management,Mumbai.
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- Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) *Public Relations Handbook*, TheDartwell Co.,Chicago.
- Dayal, Ishwar(9810) *Managing Large Organizations: A ComparativeStudy*.
- Drucher,P.F.((1970) *Technology, Management and Society*, Pan BooksLondon.
- Drucher,P.F.((1974)*Management Responsibilities Practices*, Heinemann, London. 22.Eyre, E.C. (1985) *Effective Communication Made Simple*, Rupa andCo.Calcutta.
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- Frailley, L.E. (1982) *Handbook of Business Letters*, Revised Edn. Prentice HallInc.
- French, Astrid (1993) *Interpersonal Skills*. Sterling Publishers, Newdelhi.
- 27 Fritzsche, David J (2005) *Business Ethics: A Global and Managerial Perspective* McGrawHill
- Garlside, L.E. (1980) *Modern Business Correspondence*, McDonald and Evans Ltd.Plymouth.
- Ghanekar,A(1996) *Communication Skills for Effective Management*. Everest Publishing House,Pune.
- Graves, Harold F. (1965) *Report Writing*, Prentice Hall, NewJersey.
- Gupta, Anand Das (2010) *Ethics, Business and Society: Managing Responsibly Response Books 32*.Gupta, Dipankar (2006) *Ethics Incorporated: Top Priority and Bottom Line ResponseBooks*
- Krevolin, Nathan (1983) *Communication Systems and Procedures for Modern Office*, Prentice Hall, New Jersey.
- Lesikar, Raymond V and Petit, John D.(1994) *Business Communication: Theory and Application* , Richard D. Irwin Inc.Illinois.
- Ludlow,Ron.(1995) *The Essence of Effective Communication*, Prentice , NewDelhi.
- 36.M. Ashraf, Rizvi (2006) *Effective Technical Communication* Tata McGrawHill
- Martson, John E. 1963) *The Nature of Public Relations*, McGraw Hill, NewDelhi.
- Majumdar,P.K.(1992) *Commentary on the Consumer protection Act*, Prentice, NewDelhi.
- McQuail, Denis (1975), *Communication*,Longman.
- Merrihue, William (1960) *Managing by Communication*, McGraw Hill, New York. 41.Mishra Rajiv K (2006) *Code of Conduct for Managers* RupaCompany
- Monippalli, M.M. (1997),*The Craft of Business Letter Writing*, T.M.H. NewDelhi.

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- Murphy, Herta and Hilde Brandt, Herbert W (1984) *Effective Business Communication*, McGraw Hill, New York.
- Parry, John (1968) *The Psychology of Human Communication*.
- Parson, C.J. and Hughes (1970) *Written Communication for Business Students*, Great Britain.
- Peterson, Robert A and Ferrell, O.C (2005) *Business Ethics: New Challenges for Business Schools and Corporate Leaders* Prentice Hall of India Pvt., Ltd
- Phillip, Louis V. (1975) *Organisational Communication- The Effective Management*, Columbus Grid Inc. 49..
- Ross, Robert D. (1977) *The Management of Public Relations*, John Wiley and Sons, U.S.A.
- Sadri Sorab, Sinha Arun and Bonnerjee Peter (1998) *Business Ethics: Concepts and Cases* Tata McGraw Hill Public Company Limited
- Shekhar, R.C (1997) *Ethical Choices in Business Response Books*
- Stephenson, James (1988) *Principles and Practice of Commercial Correspondence*, Pilman and Sons Ltd. London.
- 53.. Shurter, Robert L. (1971) *Written Communication in Business*, McGraw Hill, Tokyo

Foundation Course – I

- *Social and Economic Problems in India*, Naseem Azad, R Gupta Pub (2011)
 - *Indian Society and Culture*, Vinita Padey, Rawat Pub (2016)
 - *Social Problems in India*, Ram Ahuja, Rawat Pub (2014)
 - *Faces of Feminine in Ancient, medieval and Modern India*, Mandakranta Bose Oxford University Press
 - *National Human rights commission- disability Manual*
 - *Rural, Urban Migration : Trends, challenges & Strategies*, S Rajagopalan, ICFAI-2012
 - *Regional Inequities in India* Bhat L SSSRD- New Delhi
 - *Urbanisation in India: Challenges, Opportunities & the way forward*, I J Ahluwalia, Ravi Kanbur, P K Mohanty, SAGE Pub (2014)
 - *The Constitution of India*, P M Bakshi 2011
 - *The Problems of Linguistic States in India*, Krishna Kodesia Sterling Pub
 - *Politics in India: structure, Process and Policy* Subrata Mitra, Routledge Pub
 - *Politics in India*, Rajani Kothari, Orient Blackswan
 - *Problems of Communalism in India*, Ravindra Kumar Mittal Pub
- Combating communalism in India: Key to National Integration*, Kawalkishor Bhardwaj, Mittal Pub

Foundation Course in NSS

- *National Service Scheme Manual (Revised) 2006*, Government of India, Ministry of Youth Affairs and Sports, New Delhi.
- *University of Mumbai National Service Scheme Manual 2009*.
- *Avhan Chancellor's Brigade - NSS Wing, Training camp on Disaster Preparedness Guidelines*, March 2012
- *Rashtriya Seva Yojana Sankalpana* - Prof. Dr. Sankay Chakane, Dr. Pramod Pabrekar, Diamond Publication, Pune
- *National Service Scheme Manual for NSS District Coordinators*, National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya,
- *Annual report of National Service Scheme (NSS) published by Dept. of Higher and Technical Education*, Mantralaya,
- *NSS Cell, Dept. of Higher and Technical Education, Mantralaya, UTKARSHA- Socio and cultural guidelines*
- *Case material as a Training Aid for Field Workers*, Gurmeet Hans.
- *Social service opportunities in hospitals*, Kapil K. Krishnan, TISS
- *New Trends in NSS*, Research papers published by University of Pune
- *ANOOGUNJ Research Journal*, published by NSS Unit C. K. Thakur college

Reference Books

- *Training Manual for Field Work* published by RGNIYD, Chreerumbudur
- Prof. Ghatole R.N. *Rural Social Science and Community Development*.
- Purushottam Sheth, Dr. Shailaja Mane, *National Service Scheme*
- *Joint programme of National Service Scheme, University of Mumbai & DISHA - DEEPSHIKHA Projects, Nair Hospital, 2011-12*
- *National Service Scheme in India: A Case study of Karnataka*, M. B. Dishad, Trust Publications, 2001
- <http://www.thebetterindia.com/140/national-service-scheme-nss/>
- <http://en.wikipedia.org/wiki/national-service-scheme19=http://nss.nic.in/adminstruct>
- <http://nss.nic.in/propexpan>
- <http://nss.nic.in>
- <http://socialworknss.org/about.html>

Foundation Course in NCC

- *Cadet's Hand book – Common subject..all wings*, BY DG NCC, New Delhi.
- *Cadet's Hand book – Specialised Subjects, Army, Navy, Air-force*, BY DG NCC, New Delhi.
- *NCC OTA Precise*, BY DG NCC, New Delhi.
- "AVAN" Model of Disaster Mang., Vinayak Dalvie, *Proceedings of Int. Conf. on Urban Plan. and Env Strat & Challenges*, Elphinstone College, Jan 2007.
- *Humanistic Tradition of India*, N.L. Gupta, Mohit Publication, New Delhi
- *Social psychology*, Baron & Byrne, Pearson Publication, 12th Edition self awareness know yourself / insight (110) Group & Individuals (374) Group discussion
- *Chanakya's 7 Secrets of Leadership*, Radhakrishnan Pillai and D. Shivnandhan, Jaico
- *Social Psychology: Understanding Human Interaction*, Baron, Robert A., (302/BAR/BYR), 7th Edition
- *Seven Habits of Highly Effective People.*, Covey, Stephen
- *The Habit of Winning.*, Iyer, Prakash, Penguin, India; 2011
- *The Goal*, Goldratt, Eliyahu, The Northriver press; 1994
- *Freedom Struggle*, Chandra Bipin, National Book Trust 1972
- *Freedom of Religion and The Indian Judiciary*, Bachal V.M., Shubhada Saraswat, (362P)
- *India 1996- A Reference Annual Govt. of India*
- *Saha Soneri Pane*, Vinayak D. Savarkar
- *Environmental Biology and Toxicology*, P.D. Sharma., Rastogi Publication
- *Environmental Science*, S.C. Santra, New Central Book Agency
- *National Cadet Corps (India)*, Lambert M. Surhone, Mariam T. Tennoe, Susan F. Henssonow, Betascript Publishing, 2011
- *National Cadet Corps, Youth in Action (Google eBook)*, National Cadet Corps (India), Lancer Publishers, 2003
- *Youth in Step: History of the National Cadet Corps*, V. Longer, Lancer international, 1983 Original from the University of Michigan
- *National Cadet Corps of India*, Man Mohan Sharma, Vision Books, 1980 Original from the University of Michigan
- *The National Cadet Corps Act, 1948, as Modified up to the 1st July 1963*, India, Government of India Press, 1963 (Military Law)
- *Cadet Corps in India: Its Evolution and Impact*, Satis Chandra Maikap, Darbari Udyog, 1979 Original from the University of California
- *National Cadet Corps: 100 Years of Distinction*, National Cadet Corps (Singapore), NCC
- *The NCC*, Singapore, National Cadet Corps Council, National Cadet Corps Council
- *Grooming Tomorrow's Leaders: National Cadet Corps, 1917-2006*, R.S. Chhettri, Lancer Publishers, 2006
- *National Civil Defence Cadet Corps*, Lambert M. Surhone, Mariam T. Tennoe, Susan F. Henssonow, Betascript Publishing, 2011

Reference Books

- *Discovery of India, JawaharlalNehru*
- *Health and Hygiene, Manoj. J.S., Agra UniversityPublication*
- *Yoga for Healing, Venkateswaran P.S., Bombay:- Jaico Publishing House1989*
- *Yoga Illustrated, New Delhi, Ministry of Information and Broadcasting,1995*
- *Yoga Practice, 1972, Shivnande Swami, Mumbai:- D.B. Taraporewala1972*
- *Yoga of Patanjali-1979, Yardi M.R., Bhandarkar Oriental Research Institute-1974*
- *Sustainable Development (An Alternative Paradigm), Satpathy , N., Karnavati Publications , Ahmedabad*
- *Global Partners for Sustainable Development, Pachauri R.K &Srivastava L., Tata Energy Research Institute, New Delhi ; 1994,1998*
- *Ecology and the Politics of survival : Conflict over Natural Resources in India, Shiva , Vandana, Sage Publications , California ,1991*

Foundation Course in Physical Education

- *LippianCott Williams and Wilkins2006.*
- *American College of Sports Medicine, ACSM's, Guidelines for Exercise Testing and Prscription. (2013) Ninth Edition, LippianCott Williams andWilkins.*
- *American College of Sports Medicine, ACSM's Resource Manual for Guidelines for Exercise Testing and Prscription. (2006) 5th Ed., LippianCott Williams and Wilkins,2006.*
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- *Dheer, S.D.(1991). Introduction to Health Education. New Delhi : FriendsPublication.*
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- *Dr.GharoteM.L; TeachingMethodsforYogicPractices.–2ndEd., KaivalyadhamSamiti, Lonavala-2001.*
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- *Lock Hurt and others – Anatomy of the human body, Feber&Feber Oxford University,1975*
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- *Nimbalkar. Sadashiv, Yoga for Health and Peace.- 6th Ed., Yoga VidyaNiketan, Mumbai.,2004.*
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Foundation of Human Skills

- *Organisational behaviour, S.Robbins, PrenticeHall*
- *Organisational behaviour, John W.Newstrom and Keith Davis, TataMcGrawhill*
- *Organisational behaviour, Fred Luthans,McGrawhill,Newyork*
- *Organisational behaviour, K.Aswathappa, Himalaya PublishingHouse*
- *Essentials of management, Koontz,Harold, TataMcGrawhill*

Business Economics - Paper I

- *Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi,2000)*
- *Hirchey .M., Managerial Economics, Thomson South western(2003)*
- *Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore,2001)*
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**Revised Syllabus of Courses of Bachelor of Management Studies
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Principles of Marketing
<ul style="list-style-type: none"> • Kotlar, Philip, <i>Marketing Management</i>, Prentice Hall, NewDelhi. • Stanton, Etzel, Walker, <i>Fundamentals of Marketing</i>, Tata-McGraw Hill, NewDelhi. • Saxena, Rajan, <i>Marketing Management</i>, Tata-McGraw Hill, NewDelhi. • McCarthy, E.J., <i>Basic Marketing: A managerial approach</i>, Irwin, NewYork. • Pillai R S, Bagavathi, <i>ModernMarketing</i>
Industrial Law
<ul style="list-style-type: none"> • <i>Industrial and Labour Laws</i>, Dr. Sanjeev Kumar, Bharat Law HPLtd • <i>Labour and Industrial Laws</i>, S.N Misra, Central LawPublication • <i>Labour and Industrial Laws</i>, P.K.Padhi, Eastern EconomyEdition • <i>Commercial and Industrial Law</i>, S.K. Dasgupta, Sterling Publishers Pvt.Ltd • <i>Industrial Law</i>, Mr. N.D. Kapoor, SultanChand • <i>Employee's Provident Fund</i>, Chopra D.S, Labour LawAgency • <i>Industrial Law</i>, Mr. P.L. Mallick, SultanChand • <i>Essence of Personnel Management and Industrial Relations</i>, Cowling, Prentice –Hall
Business Mathematics
<ul style="list-style-type: none"> • <i>Mathematics for Economics and Finance</i>, Martin Anthony, Norman Biggs, Cambridge lowprice editions,2000. • <i>Business Mathematics</i>, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications,2006. • <i>Business Mathematics</i>, J.K. Singh, 2009,Himalaya PublishingHouse. • <i>Mathematics for Business and Economics</i>, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill Publishing CompanyLtd. • <i>Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima</i>, Robert Brows Tata McGrawHill Publishing CompanyLtd • <i>Business Mathematics by Dr.AmarnathDikshit&Dr.Jinendra KumarJain.</i> • <i>Business Mathematics by Bari - New Literature publishing company,Mumbai</i> • <i>Mathematics for Economics and Business</i>, RS Bhardwaj, 2010,ExcelBooks • <i>Business Mathematics</i>, Zameerudin, Qazi, V.K. Khanna& S.K. Bhambri, Vikas Publishing House Pvt. Ltd, NewDelhi
Business Communication - Paper II
<ul style="list-style-type: none"> • garwal, AnjuD(1989) <i>A Practical Handbook for Consumers</i>,IBH. • Alien, R.K.(1970) <i>Organisational Management throughCommunication.</i> • Ashley,A(1992) <i>A Handbook Of Commercial Correspondence</i>, Oxford UniversityPress. • Aswalthapa, K (1991)<i>Organisational Behaviour</i>, Himalayan Publication,Mumbai. • Atreya N and Guha (1994) <i>Effective Credit Management</i>, MMC School of Management,Mumbai. • Bahl,J.C. and Nagamia,S.M. (1974) <i>Modern Business Correspondence and MinuteWriting.</i> • Balan,K.R. and Rayudu C.S. (1996) <i>Effective Communication</i>, Beacon NewDelhi. • Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) <i>How to Write First Class Business Correspondence</i>, N.T.C. Publishing GroupUSA. • Banerjee, Bani P (2005) <i>Foundation of Ethics in Mangement Excel Books 10.Businessworld Special Collector's Issue: Ethics and theManager</i>

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- Barkar, Alan(1993) *Making Meetings Work*, Sterling Publications Pvt. Ltd., NewDelhi.
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***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester I and II
with effect from the Academic Year 2019-2020***

Scheme of Evaluation

❖ Scheme of Examination

The performance of the learners shall be evaluated into two components. The learner's

Performance shall be assessed by Internal Assessment with 40% marks in the first component by conducting the Semester End Examinations with 60% marks in the second component. The allocation of marks for the Internal Assessment and Semester End Examinations are as shown below:-

A) Internal Assessment: 40 % 40 Marks
(For Courses without Practical)

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	One case study/ project with presentation based on curriculum to be assessed by the teacher concerned	
	Presentation	10 Marks
	Written Document	05 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

(For Courses with Practical)

Sr. No.	Particular	Marks
01	Practical Examination	
	Journal	05 Marks
	Viva Voce	05 Marks
	Laboratory Work	10 Marks
02	One case study /project with presentation to be assessed by teacher concerned (15 Marks)	
	Presentation	10 Marks
	Written Document	05 Marks
03	Active participation in routine class instructional deliveries and Overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Periodical Class Test for the Courses at Under Graduate Programmes)

Maximum Marks: 20

Questions to be set: 02

Duration: 40 Minutes

All Questions are Compulsory

Question No	Particular	Marks
Q-1	Match the Column / Fill in the Blanks / Multiple Choice Questions/ Answer in One or Two Lines (Concept based Questions) (1 Marks / 2 Marks each)	10 Marks
Q-2	Answer in Brief (Attempt any Two of the Three) (5 Marks each)	10 Marks

B) Semester End Examination: 60 %

60 Marks

- Duration: The examination shall be of 2 hours duration.

Question Paper Pattern

Theory question paper pattern
<ol style="list-style-type: none"> 1. There shall be four questions each of 15 marks. 2. All questions shall be compulsory with internal options. 3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 24 Out of 60) separately, to pass the course and minimum of Grade D, wherever applicable, to pass a particular semester. A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.



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NEW PANVEL (AUTONOMOUS)

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'College with Potential for Excellence' Status Awarded by UGC
'Best College Award' by University of Mumbai

Program: BMS

Revised Syllabus of S.Y.BMS Management Studies
Choice Based Credit & Grading System (60:40)
w. e. f. Academic Year 2020-21

Sr. No.	Heading	Particulars
1	Title of Course	Management Studies
2	Eligibility for Admission	First Year with both the semester should be pass (Maximum ATKT allowed for Semester I and Semester II are two subjects per semester)
3	Passing marks criteria	40%
4	Ordinances/Regulations (if any)	
5	No. of Semesters	Two
6	Level	U.G.
7	Pattern	Semester (60:40)
8	Status	Revised
9	To be implemented from Academic year	2020-2021

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

SYBMS

(To be implemented from Academic Year- 2020-2021)

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	Elective Courses (EC)		1	Elective Courses (EC)	
	*Any one group of courses from the following list of the courses	06		** Any one group of courses from the following list of the courses	06
2	Ability Enhancement Courses (AEC)		2	Ability Enhancement Courses (AEC)	
2A	Ability Enhancement Compulsory Courses (AECC)		2A	Ability Enhancement Compulsory Courses (AECC)	
UMS3IT1	Information Technology in Business Management - I	03	UMS4IT2	Information Technology in Business Management-II	03
2B	*Skill Enhancement Courses (SEC)		2B	*Skill Enhancement Courses (SEC)	
	Any one course from the following list of the courses	02		Any one course from the following list of the courses	02
3	Core Courses (CC)		3	Core Courses (CC)	
UMS3BPM	Business Planning & Entrepreneurial Management	03	UMS4BE2	Business Economics-II	03
UMS3AMD	Accounting for Managerial Decisions	03	UMS4BRM	Business Research Methods	03
UMS3SMG	Strategic Management	03	UMS4PTQ	Production & Total Quality Management	03
Total Credits		20	Total Credits		20

*List of Skill Enhancement Courses (SEC) for Semester III (Any One)		**List of Skill Enhancement Courses (SEC) for Semester II (Any One)	
UMS3FC3	Foundation Course (Environmental Management) – III	UMS4FC4	Foundation Course (Ethics & Governance)- IV
UMS3NS3	Foundation Course in NSS – III	UMS4NS4	Foundation Course in NSS - IV
UMS3NC3	Foundation Course in NCC – III	UMS4NC4	Foundation Course in NCC - IV

S.Y.BMS, Management Studies Syllabus

UMS3PE3	Foundation Course in Physical Education- III	UMS4PE4	Foundation Course in Physical Education- IV
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*List of group of Elective Courses(EC) for Semester III (Any two)		** List of group of Elective Courses(EC) for Semester IV (Any two)	
Group A: Finance Electives (Any Two Courses)			
UMS3BFS	Basics of Financial Services	UMS4SCM	Strategic Cost Management
UMS3COF	Corporate Finance	UMS4COR	Corporate Restructuring
Group B: Marketing Electives (Any Two Courses)			
UMS3COB	Consumer Behaviour	UMS4IMC	Integrated Marketing Communication
UMS3ADV	Advertising	UMS4RUM	Rural Marketing
Group C: Human Resource Electives(Any Two Courses)			
UMS3R&S	Recruitment & Selection	UMS4CHM	Change Management
UMS3M&L	Motivation and Leadership	UMS4T&D	Training & Development in HRM

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year- 2020-2021)

Semester III

No. of Courses	Semester III	Credits
1	<i>Elective Courses (EC)</i>	
	*Any one group of courses from the following list of the courses	
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Courses (AECC)</i>	
UMS3IT1	Information Technology in Business Management - I	UMS3IT1
2B	<i>*Skill Enhancement Courses (SEC)</i>	
	Any one course from the following list of the courses	
3	<i>Core Courses (CC)</i>	
UMS3BPM	Business Planning & Entrepreneurial Management	UMS3BPM
UMS3AMD	Accounting for Managerial Decisions	UMS3AMD
UMS3SMG	Strategic Management	UMS3SMG
Total Credits		20

****List of Skill Enhancement Courses (SEC) for Semester III (Any One)***

UMS3FC3	Foundation Course (Environmental Management) - III
UMS3NS3	Foundation Course in NSS - III
UMS3NC3	Foundation Course in NCC - III
UMS3PE3	Foundation Course in Physical Education- III
UMS3FC3	Foundation Course (Environmental Management) - III

S.Y.BMS, Management Studies Syllabus

<i>*List of group of Elective Courses(EC) for Semester III (Any two)</i>	
<i>Group A: Finance Electives (Any Two Courses)</i>	
UMS3BFS	Basics of Financial Services
UMS3COF	Corporate Finance
<i>Group B:Marketing Electives (Any Two Courses)</i>	
UMS3COB	Consumer Behaviour
UMS3ADV	Advertising
<i>Group C: Human Resource Electives(Any Two Courses)</i>	
UMS3R&S	Recruitment & Selection
UMS3M&L	Motivation and Leadership

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2020- 2021***

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

**Basics of Financial Services
Course Code: UMS3BFS
Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Financial System	14
2	Commercial Banks, RBI And Development Banks	16
3	Insurance	15
4	Mutual Funds	15
Total		60

Objectives

SN	Objectives
1	The course aims at explaining the core concepts of business finance and its importance in managing a business
2	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Financial System:
	<ul style="list-style-type: none"> An overview of Financial System, Components of Financial System Financial Services, Characteristics of financial services, Types of financial services, Scope of financial services – (a) Fund Based Financial Services (b) Fee Based Financial Services Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System (Overview of SEBI and RBI-Role and Importance as regulators).
2	Commercial Banks, RBI And Development Banks
	<ul style="list-style-type: none"> Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms Reserve Bank of India-Organisation &Management, Role And Functions Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks. Small Finance Banks – Features, Eligibility Criteria, Payment Banks, Net banking and Mobile Banking
3	Insurance:
	<ul style="list-style-type: none"> Concept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance
4	Mutual Funds:
	<ul style="list-style-type: none"> Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India.

Course Outcome

Sr. No	Course Outcome
01	Enable students to understand financial market and its various segments
02	Students get knowledge about functioning and role of financial institutions
03	To familiarize students with fundamentals of banking and knowledge of banking operations
04	Types and uses of Insurance contracts
05	To impart knowledge about functioning and role of RBI

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020-21

Elective Courses (EC)

Group A. Finance Electives

Corporate Finance

Course Code: UMS3COF

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Capital Structure and Leverage	15
3	Time Value of Money	15
4	Mobilisation of Funds	15
	Total	60

Objectives

SN	Objectives
1	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making
2	The course aims at explaining the core concepts of corporate finance and its importance in managing a business
3	To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. • Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.
2	Capital Structure and Leverage
	<ul style="list-style-type: none"> • Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.
3	Time Value of Money
	<ul style="list-style-type: none"> • Introduction to Time Value of Money – compounding and discounting • Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return) • Importance of Risk and Return analysis in Corporate Finance
4	Mobilisation of Funds
	<p>Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.</p> <p>Foreign capital and collaborations, Foreign direct Investment (FDI)</p> <p>Emerging trends in FDI</p> <p>Global Depository Receipts, Policy development, Capital flows and Equity Debt.</p> <p>Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring</p>

Course Outcomes

SN	Outcomes
1	Learners will be able to estimate company's cost of capital.
2	Learners will be able to value stocks and bonds and assess risk and return of assets.
3	Learners will learn to calculate capital budgeting and resource allocation.
4	Learners will be able explain capital structure and select a company's optimal mix of debt and equity financing.
5	Learners will have overall knowledge about the mobilisation of funds.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020-21

Elective Courses (EC)

Group B. Marketing Electives

Consumer Behaviour

Course Code: UMS3COB

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction To Consumer Behaviour	14
2	Individual- Determinants of Consumer Behaviour	16
3	Environmental Determinants of Consumer Behaviour	15
4	Consumer decision making models and New Trends	15
Total		60

Objectives

SN	Objectives
1	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms
2	This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer- oriented marketing strategies.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction To Consumer Behaviour:
	<ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour • Profiling the consumer and understanding their needs • Consumer Involvement • Application of Consumer Behaviour knowledge in Marketing • Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.
2	Individual- Determinants of Consumer Behaviour
	<ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, Mc Clelland). • Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. • Self Concept – Concept • Consumer Perception • Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation & Change. • Attitude - Concept of attitude
3	Environmental Determinants of Consumer Behaviour
	<ul style="list-style-type: none"> • Family Influences on Buyer Behaviour, • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences. • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. • Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.
4	Consumer decision making models and New Trends
	<ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

Course Outcomes

SN	Outcomes
1)	Help the learners to develop and understand about the consumer decision making process and its application in marketing function of firms.
2)	Learners will learn and develop the skill of understanding and analyzing consumer information to create consumer oriented marketing strategies.
3)	Learners will gain the knowledge about the environmental and individual influence on consumer.
4)	Learners will learn and understand the importance of consumer behaviour in marketing and differential consumer behaviour in Indian Context.
5).	Learners will learn about the different consumer decision making models.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020-21

Elective Courses (EC)

Group B. Marketing Electives

Advertising

Course Code: UMS3ADV

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Advertising	15
2	Strategy and Planning Process in Advertising	15
3	Creativity in Advertising	15
4	Budget, Evaluation, Current trends and careers in Advertising	15
Total		60

Objectives

SN	Objectives
1	To understand and examine the growing importance of advertising
2	To understand the construction of an effective advertisement
3	To understand the role of advertising in contemporary scenario
4	To understand the future and career in advertising

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	<p data-bbox="326 195 686 226">Introduction to Advertising</p> <ul data-bbox="342 243 1393 737" style="list-style-type: none"> • Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising • Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance • Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising
2	<p data-bbox="326 758 915 789">Strategy and Planning Process in Advertising</p> <ul data-bbox="342 806 1393 1215" style="list-style-type: none"> • Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools • Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC • Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.
3	<p data-bbox="326 1236 646 1268">Creativity in Advertising</p> <ul data-bbox="342 1285 1393 1850" style="list-style-type: none"> • Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads. • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music) • Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
4	Budget, Evaluation, Current trends and careers in Advertising
	<ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing • Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends • Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them

Course Outcomes

SN	Outcomes
1)	This study gives a brief note on introduction to advertising, its evolution, its different types and the ethics and laws used in advertising.
2)	This study gives knowledge to the learners about the strategy formulation and planning process in advertising and its role in marketing mix.
3)	The study on creativity in advertising helps the learners to design a creative advertisement campaign by making use of the different elements of advertising.
4)	The students gain knowledge about the advertising budget, the evaluation process and its current trends.
5)	The overall study on advertising helps the learners to understand and examine the growing importance of advertising and career opportunities in advertising.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020-21

Elective Courses (EC)

Group C. Human Resource Electives

Recruitment & Selection

Course Code: UMS3R&S

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Recruitment	18
2	Selection	15
3	Induction	15
4	Soft Skills	12
Total		60

Objectives

SN	Objectives
1	The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization.
2	To give an in depth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Recruitment
	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives,Scope& Definition,Importanceand relevanceof Recruitment. • Job Analysis--Concept,Specifications, Description, Process And Methods, Uses of Job Analysis • Job Design--Introduction, Definition, Modern Techniques, FactorsaffectingJob Design, Contemporary Issues in Job Designing. • Sourceor Typeof Recruitment– a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals,Internship, Placement Consultancies-Traditional (In-House,Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, NicheRecruitments, Internet Recruitment, ServiceRecruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). • Technique ofRecruitment-Traditional Vs Modern Recruitment • Evaluation of Recruitment-OutsourcingProgramme
2	Selection
	<ul style="list-style-type: none"> • Selection-Concept of Selection, Criteria forSelection,Process, Advertisement and Application (Blank Format). • Screening-Pre and Post Criteria forSelection, Steps of Selection • Interviewing-Types andGuidelines forInterviewer&Interviewee, Types of Selection Tests, EffectiveInterviewing Techniques. • Selection Hurdlesand Ways to OvercomeThem
3	Induction
	<ul style="list-style-type: none"> • Induction-Concept, Types-Formal /Informal,Advantages of Induction ,Howto makeInduction Effective • Orientation &On boarding-Programme and Types, Process. • Socialisation-Types-Anticipatory,Encounter, Settingin, Socialisation Tactics • Current trends in Recruitment and Selection Strategies– with respect to Service, Finance,I.T.,Law And MediaIndustry
4	Soft Skills
	<ul style="list-style-type: none"> • Preparing Bio-dataand C.V. • Social and Soft Skills – Group Discussion &Personal Interview, Video and TeleConferencingSkills, • Presentation and Negotiation Skills, AestheticSkills, • Etiquettes-DifferentTypesand QuittingTechniques. • ExitInterview-Meaning, importance.

Course Outcomes

SN	Outcomes
1)	Learners will understand process of recruitment & selection & various traditional & modern techniques of recruitment.
2)	Learners will be able to list the skills and knowledge needed to conduct full and fair recruitment and selection.
3)	Learners will be able to prepare job profile by defining accountabilities, standards and competencies.
4)	Learners will be able to understand induction & orientation process & will be prepared for interview effectively.
5)	After the successful completion students will understand importance of recruitment & selection, manpower planning, preparation of job description & job analysis & soft skills required for job.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020- 2021

Elective Courses (EC)

Group C. Human Resource Electives

Motivation & Leadership

Course Code: UMS3M&L

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Motivation –I	12
2	Motivation-II	15
3	Leadership-I	17
4	Leadership-II	16
Total		60

Objectives

SN	Objectives
1	To gain knowledge of the leadership strategies for motivating people and changing organizations
2	To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences
3	To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Motivation-I
	<ul style="list-style-type: none"> • Concept of motivation, Importance, Tools of Motivation. • Theory Z, Equity theory. • Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.
2	Motivation-II
	<ul style="list-style-type: none"> • East v/s West, motivating workers (in context to Indian workers) • The Indian scene – basic differences. • Work –Life balance – concept, differences, generation and tips on work life balance.
3	Leadership-I
	<ul style="list-style-type: none"> • Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership. • Theories –Trait Theory, Behavioural Theory, Path Goal Theory. • Transactional v/s Transformational leaders. • Strategic leaders– meaning, qualities. • Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)
4	Leadership-II
	<ul style="list-style-type: none"> • Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhiru bhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump) Sudha Murthy. • Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). • Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader.

Course Outcomes

SN	Outcomes
1)	To enhance the motivation & leadership.
2)	To develop team spirit & morale.
3)	To encourage individuals in planning & important issues.
4)	To meaningful & challenging job.
5)	Being a role model to reaching goals.

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester III***

with Effect from the Academic Year 2020- 2021

***2. Ability Enhancement Courses (AEC)
2A.Ability Enhancement Compulsory Course***

**3. Information Technology in Business Management-I
Course Code: UMS3IT1**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to IT Support in Management	15
2	Office Automation using MS-Office	15
3	Introduction to Google Forms	10
4	Email, Internet and its Applications	10
5	E-Security	10
Total		60

Objectives

SN	Objectives
1	To learn basic concepts of Information Technology, its support and role in Management, for managers
2	Module II comprises of practical hands on training required for office automation. It is expected to have practical sessions of latest MS-Office software

S.Y.BMS, Management Studies Syllabus

3	To understand basic concepts of Email, Internet and websites, domains and security therein
4	To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features

Sr. No.	Modules / Units
1	<p>Introduction to IT Support in Management</p> <ul style="list-style-type: none"> • Information Technology concepts Concept of Data, Information and Knowledge Concept of Database • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> ▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies ▪ Office Automation System(OAS) ▪ Transaction Processing System(TPS) ▪ Management Information System(MIS) ▪ Decision Support Systems (DSS) ▪ Executive Information System(EIS) ▪ Knowledge based system, Expert system • Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends. Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)
2	<p>Office Automation using MS Office</p> <ul style="list-style-type: none"> • Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and

S.Y.BMS, Management Studies Syllabus

	<p>grand totals, pivot table/chart, goal seek/solver,</p> <ul style="list-style-type: none"> • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation
3	Introduction to Google Forms
	<ul style="list-style-type: none"> • Google Forms Definition, Uses & Applications Creating/Saving and editing Google Forms Add Questions, Title, Image, Video, Section & Required field Import Questions, Customize Theme, Delete, Copy, Undo, Print, Add Collaborators, Add-ons & Preferences • Validation Length, Number, Maximum Character • Settings General, Presentation & Quiz • Preview your Google Form • Send Google Form E-mail, Link & Html Embed Share forms via Facebook & Twitter • Responses Individual & Summary Responses Download Responses (.csv), Get E-mail notifications for new responses <p>Create a Questionnaire using Google Form with minimum 20 Questions</p>
4	Email, Internet and its Applications
	<ul style="list-style-type: none"> • Introduction to Email Writing professional emails Creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN • DNS Basics. Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance)

S.Y.BMS, Management Studies Syllabus

	Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.
5	E-Security Systems
	<ul style="list-style-type: none"> • Threats to Computer systems and control measures. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security • Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email • E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • Information Security Environment in India with respect to real Time Application in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples;E-Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions • Threat Hunting Software

Course Outcomes

SN	Outcomes
1)	The learners will be able to analyse the role played by six major types of information systems in organizations and their relationships to each other.
2)	Demonstrate understanding of the concepts, structure and design of different operating systems.
3)	Learners will exhibit proficiency in the use of Word processing, spreadsheet and presentation applications.
4)	Learners will be able to apprehend the concept and application of E-mail, Internet and Domain Name System.
5)	Demonstrate knowledge of security threats to computer systems and perform counter measures to secure it.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester III

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

**4. Foundation Course –III
Environmental Management**

Course Code: UMS3FC3

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Environmental Concepts	12
2	Environment degradation	11
3	Sustainability and role of business	11
4	Innovations in business- an environmental Perspective	11
	Total	45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Environmental Concepts:
	<ul style="list-style-type: none"> • Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • Biogeochemical cycles - Concept and water cycle • Ecosystem & Ecology; Food chain, food web & Energy flow pyramid • Resources: Meaning, classification(Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner
2	Environment degradation
	<ul style="list-style-type: none"> • Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies • Pollution – meaning, types, causes and remedies (land, air, water and others) • Global warming: meaning, causes and effects. • Disaster Management: meaning, disaster management cycle. • Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste)
3	Sustainability and role of business
	<ul style="list-style-type: none"> • Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India. • EIA, Environmental auditing, ISO 14001 • Salient features of Water Act, Air Act and Wildlife Protection Act. • Carbon bank & Kyoto protocol
4	Innovations in business- an environmental perspective
	<p>Non-Conventional energy sources- Wind, Bio-fuel, Solar, Tidal and Nuclear Energy.</p> <p>Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits ,other business projects for greener future</p>

Course Outcomes

SN	Outcomes
1)	Make deliberate efforts for converting environmental knowledge into action.
2)	Develop methods / approaches for sustainable environmental planning, development and management.
3)	Understand and practice the legal and regulatory policies with regard to environment protection.
4)	Finding solutions to the various environmental problems and challenges faced by us.
5)	Integrating environmental and natural resource management with the strategies, operations sand global surveillance of the organisations.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020- 2021

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

4. Foundation Course in NSS - III

Course Code: UMS3NS3

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Value System & Gender sensitivity	12
2	Disaster preparedness & Disaster management	10
3	Health, hygiene & Diseases	13
4	Environment & Energy conservation	10
Total		45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Value System & Gender sensitivity
	<p>UNIT - I – Value System Meaning of value, Types of values- human values and social responsibilities- Indian value system- the concepts and its features</p> <p>UNIT - II - Gender sensitivity and woman empowerment Concept of gender- causes behind gender related problems- measures Meaning of woman empowerment- schemes for woman empowerment in India</p>
2	Disaster preparedness & Disaster management
	<p>UNIT - I - Basics of Disaster preparedness Disaster- its meaning and types Disaster preparedness- its meaning and methods</p> <p>UNIT - II - Disaster management Disaster management- concept- disaster cycle - role of technology in disaster response- role of as first responder – the study of ‘Avhan’ Model</p>
3	Health, hygiene & Diseases
	<p>UNIT - I - Health and hygiene Concept of complete health and maintenance of hygiene</p> <p>UNIT - II - Diseases and disorders- preventive campaigning Diseases and disorders- preventive campaigning in Malaria, Tuberculosis, Dengue, Cancer, HIV/AIDS, Diabetes</p>
4	Environment & Energy conservation
	<p>UNIT - I Environment and Environment enrichment program Environment- meaning, features , issues, conservation of natural resources and sustainability in environment</p> <p>UNIT - II Energy and Energy conservation program Energy- the concept, features- conventional and non- conventional energy Energy conservation- the meaning and importance</p>

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020- 2021

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

4. Foundation Course in NCC - III

Course Code: UMS3NC3

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training and Environment Awareness and Conservation	05
4	Personality Development and Leadership	10
5	Specialized subject (ARMY)	10
	Total	45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	National Integration & Awareness
	<p>Desired outcome: The students will display sense of patriotism, secular values and shall be transformed into motivated youth who will contribute towards nation building through national unity and social cohesion.</p> <p>The students shall enrich themselves about the history of our beloved country and will look forward for the solutions based on strengths to the challenges to the country for its development.</p> <ul style="list-style-type: none"> • Freedom Struggle and nationalist movement in India. • National interests, Objectives, Threats and Opportunities. • Problems/ Challenges of National Integration. • Unity in Diversity
2	Drill: Foot Drill
	<p>Desired outcome: The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> • Side pace, pace forward and to the rear • Turning on the march and whiling • Saluting on the march • Marking time, forward march and halt in quick time • Changing step • Formation of squad and squad drill
3	Adventure Training, Environment Awareness and Conservation
3A	Adventure Training
	<p>Desired outcome: The students will overcome fear & inculcate within them the sense of adventure, sportsmanship, esprit-d-corp and develop confidence, courage, determination, diligence and quest for excellence.</p> <ul style="list-style-type: none"> • Any Two such as – Obstacle course, Slithering, Trekking, Cycling, Rock Climbing, Para Sailing, Sailing, Scuba Diving etc.
3B	Environment Awareness and Conservation
	<p>Desired outcome: The student will be made aware of the modern techniques of waste management and pollution control.</p> <ul style="list-style-type: none"> • Waste management • Pollution control, water, Air, Noise and Soil
4	Personality Development and Leadership
	<p>Desired outcome: The student will inculcate officer like qualities with desired ability to take right decisions.</p> <ul style="list-style-type: none"> • Time management • Effect of Leadership with historical examples • Interview Skills • Conflict Motives- Resolution

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
5	Specialized Subject: Army Or Navy Or Air
	<p><u>Army</u> Desired outcome: It will acquaint, expose & provide knowledge about Army/ Navy/ Air force and to acquire information about expanse of Armed Forces ,service subjects and important battles</p> <p>A. Armed Force</p> <ul style="list-style-type: none"> • Task and Role of Fighting Arms • Modes of Entry to Army • Honors and Awards <p>B. Introduction to Infantry and weapons and equipments</p> <ul style="list-style-type: none"> • Characteristics of 5.56mm INSAS Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning • Organization of Infantry Battalion. <p>C. Military history</p> <ul style="list-style-type: none"> • Study of battles of Indo-Pak War 1965,1971 and Kargil • War Movies <p>D. Communication</p> <ul style="list-style-type: none"> • Characteristics of Walkie-Talkies • Basic RT Procedure • Latest trends and Development (Multi Media, Video Conferencing, IT) <p style="text-align: center;">OR</p> <p><u>Navy</u></p> <p>A. Naval orientation and service subjects</p> <ul style="list-style-type: none"> • Organization of Ship- Introduction on Onboard Organization • Naval Customs and Traditions • Mode of Entry into Indian Navy • Branches of the Navy and their functions • Naval Campaign (Battle of Atlantic, Pearl Harbour, Falkland War/Fleet Review/ PFR/ IFR)s <p>B. Ship and Boat Modelling</p> <ul style="list-style-type: none"> • Types of Models • Introduction of Ship Model- Competition Types of Model Prepare in NSC and RDC • Care and handling of power-tools used- maintenance and purpose of tools

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
	<p>C. Search and Rescue</p> <ul style="list-style-type: none">• Role of Indian Coast Guard related to SAR <p>D. Swimming</p> <ul style="list-style-type: none">• Floating and Breathing Techniques- Precautions while Swimming <p style="text-align: center;">OR</p> <p>AIR</p> <p>A. General Service Knowledge</p> <ul style="list-style-type: none">• Organization Of Air Force• Branches of the IAF. <p>B. Principles of Flight</p> <ul style="list-style-type: none">• Venturi Effect• Aerofoil• Forces on an Aircraft• Lift and Drag <p>C. Airmanship</p> <ul style="list-style-type: none">• ATC/RT Procedures• Aviation Medicine <p>D. Aero- Engines</p> <ul style="list-style-type: none">• Types of Engines• Piston Engines• Jet Engines• Turboprop Engines

Revised Syllabus of Courses of Bachelor of Management Studies

(BMS)Programme at Semester III

with Effect from the Academic Year 2020- 2021

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

4. Foundation Course in Physical Education - III

Course Code: UMS3PE3

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Nutrition	10
2	Evaluation of Health, Fitness and Wellness	10
3	Prevention and Care of Exercise Injuries	10
4	Sports Training	15
Total		45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Overview of Nutrition
	<ul style="list-style-type: none">• Introduction to nutrition & its principles• Role of Nutrition in promotion of health• Dietary Guidelines for Good Health• Regulation of water in body and factors influencing body temperature.
2	Evaluation of Health, Fitness and Wellness
	<ul style="list-style-type: none">• Meaning & Concept of holistic health• Evaluating Personal health-basic parameters• Evaluating Fitness Activities – Walking & Jogging• Myths & mis-conceptions of Personal fitness
3	Prevention and Care of Exercise Injuries
	<ul style="list-style-type: none">• Types of Exercise Injuries• First Aid- Importance & application in Exercise Injuries• Management of Soft tissues injuries• Management of bone injuries
4	Sports Training
	<ul style="list-style-type: none">• Definition, aims & objectives of Sports training• Importance of Sports training• Principles of Sports training• Drug abuse & its effects

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
With Effect from the Academic Year 2020- 2021**

3. Core Courses (CC)

**5. Business Planning & Entrepreneurial Management
Course Code: UMS3BPM**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Foundations of Entrepreneurship Development	15
2	Types & Classification Of Entrepreneurs	15
3	Entrepreneur Project Development & Business Plan	15
4	Venture Development	15
Total		60

Objectives

SN	Objectives
1	Entrepreneurship is one of the major focus are as of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2	To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Foundations of Entrepreneurship Development:
	<ul style="list-style-type: none"> • Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur • Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.
2	Types & Classification Of Entrepreneurs
	<ul style="list-style-type: none"> • Intrapreneur – Concept and Development of Intrapreneurship • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group • Social entrepreneurship – concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's. • Family Entrepreneurship- Concept, importance, developments and problems. • Entrepreneurial development Program (EDP) – concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)
3	Entrepreneur Project Development & Business Plan
	<ul style="list-style-type: none"> • Innovation, Invention, Creativity, Business Idea, Opportunities through change. • Idea generation – Sources-Development of product /idea, • Environmental scanning and SWOT analysis • Entrepreneurship Development Cycle • Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan. • Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership, • Critical Risk Contingencies of the proposal, Scheduling and milestones.
4	Venture Development

S.Y.BMS, Management Studies Syllabus

	<ul style="list-style-type: none">• Steps involved in starting of Venture• Institutional support to an Entrepreneur• Rules & Regulations of start-up India, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects• Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.• New trends in entrepreneurship- E-commerce, Disruptive Innovations, Interactive marketing and IOT in business.
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Course Outcomes

SN	Outcomes
1)	Spirit of entrepreneurship will be instilled among the learners. Also they will become familiar to competencies needed to become an entrepreneur.
2)	Learners will understand the different roles and responsibilities taken by an entrepreneur, challenges faced and opportunities available to them.
3)	Learners will be able to learn and understand the various concept in the performance management and various evaluation parameters for performance management.
4)	Learners will be acquainted with different facets of management of an enterprise.
5)	Leaders with concern towards nation and society at large entrepreneurial approach and skill sets to contribute for socio-economic development.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2020- 2021**

3. Core Courses (CC)

6. Accounting for Managerial Decisions

Course Code: UMS3AMD

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Working capital	15
2	Receivables Management and Cash Management	15
3	Analysis and Interpretation of Financial statements	15
4	Ratio analysis and Interpretation	15
Total		60

Objectives

SN	Objectives
1	To acquaint management learners with basic accounting fundamentals.
2	To develop financial analysis skills among learners.
3	The course aims at explaining the core concepts of business finance and its importance in managing a business

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Working capital
	<ul style="list-style-type: none"> • Working capital-Concept, Types of Working Capital, Factors responsible for requirement of working capital, Estimation of requirements of working capital
2	
	<ul style="list-style-type: none"> • Receivables management-Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule] • Cash Management – Cash Budget, Preparation of Cash Management
3	Analysis and Interpretation of Financial statements
	<ul style="list-style-type: none"> • Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies • Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size.
4	Ratio analysis and Interpretation
	<ul style="list-style-type: none"> • Ratio analysis and Interpretation(based on vertical form of financial statements) including conventional and functional classification restricted to: <ul style="list-style-type: none"> • Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. • Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover, Creditors Turnover Ratio • Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, • Different modes of expressing ratios:-Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.

Course Outcome

Sr. No	Course Outcome
01	Help the learners to present the financial statement which can be analysed and Interpret by using Trend %, Common Size and Comparative
02	Understand the Utility of Financial Ratios in any business
03	Learners will be able to determine the cash Inflows and cash Outflows of the business from Operating, Investing and Financing activity
04	Help to determine the reasons for factors affecting short term finance and will help to learn methods of credit evaluation
05	This course will provide the overall knowledge on tools and techniques to analyse and Interpret financial statements

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with Effect from the Academic Year 2020- 2021

3. Core Courses (CC)

7. Strategic Management

Course Code: UMS3SMG

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	12
2	Strategy Formulation	16
3	Strategic Implementation	18
4	Strategic Evaluation & Control	14
Total		60

Objectives

SN	Objectives
1	The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.
2	The focus is to critically examine the management of the entire enterprise from the Top Management viewpoints.
3	This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Business Policy-Meaning, Nature,Importance • Strategy-Meaning,Definition • Strategic Management-Meaning,Definition,Importance, Strategic management • Process&Levelsof Strategyand Concept and importanceof Strategic Business Units (SBU's) • StrategicIntent-Mission, Vision, Goals,Objective, Plans
2	StrategyFormulation
	<ul style="list-style-type: none"> • EnvironmentAnalysisand Scanning(SWOT) • CorporateLevel Strategy (Stability, Growth,Retrenchment,Integration andInternationalization) • BusinessLevel Strategy(CostLeadership,Differentiation,Focus) • FunctionalLevel Strategy(R&D,HR,Finance,Marketing,Production)
3	Strategic Implementation
	<ul style="list-style-type: none"> • Models of Strategymaking. • StrategicAnalysis&Choices &Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S FrameWork • Implementation: Meaning, Steps and implementation at Project, Process, Structural,Behavioural,Functionallevel.
4	Strategic Evaluation&Control
	<p>Strategic Evaluation&Control– Meaning, StepsofEvaluation & Techniques of Control</p> <p>Synergy:Concept ,Types , evaluation of Synergy.Synergyas a Component of Strategy&its Relevance.</p> <p>ChangeManagement– ElementaryConcept</p>

Course Outcomes

SN	Outcomes
1)	Learners will get basic idea about business policy and strategies and how does it affect the working of any business organizations.
2)	Learners will be able to understand the impact of internal and external environment on strategies of an organization.
3)	Learners will get exposure of various corporate, business and functional level strategies.
4)	Learners will get a chance to learn various innovative and creative strategy making models.
5)	Learners will be able to implement techniques, tools, models and theories of strategic management into practical business world.

Bachelor of Management Studies (BMS) Programme

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

(To be implemented from Academic Year- 2017-2018)

Semester IV

No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>	
1& 2	*Any one group of courses from the following list of the courses	06
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
UMS4IT2	Information Technology in Business Management-II	03
2B	<i>**Skill Enhancement Courses (SEC)</i>	
4	Any one course from the following list of the courses	02
3	<i>Core Courses (CC)</i>	
UMS4BE2	Business Economics-II	03
UMS4BRM	Business Research Methods	03
UMS4PTQ	Production & Total Quality Management	03
Total Credits		20

*****List of Skill Enhancement Courses (SEC)
for Semester IV (Any One)***

UMS4FC4	Foundation Course(Ethics & Governance)- IV
UMS4NS4	Foundation Course in NSS – IV
UMS4NC4	Foundation Course in NCC – IV
UMS4PE4	Foundation Course in Physical Education – IV

** List of group of Elective Courses(EC) for Semester IV (Any two)	
Group A: Finance Electives (Any Two Courses)	
UMS4SCM	Strategic Cost Management
UMS4COR	Corporate Restructuring
Group B:Marketing Electives (Any Two Courses)	
UMS4IMC	Integrated Marketing Communication
UMS4RUM	Rural Marketing
Group C: Human Resource Electives(Any Two Courses)	
UMS4CHM	Change Management
UMS4T&D	Training & Development in HRM

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2020-2021

Elective Courses (EC)

Group A. Finance Electives

Strategic Cost Management

Course Code: UMS4SCM

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Strategic Cost Management (Only Theory)	15
2	Elements of Cost	15
3	Cost Projection and Activity Based Costing	15
4	Emerging Cost Concepts - Standard Costing and Marginal Costing	15
Total		60

Objectives

SN	Objectives
1	This course exposes the students to the basic concepts and the tools used in Cost Accounting
2	To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations
3	Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction to Strategic Cost Management (Only Theory)
	<ul style="list-style-type: none"> • Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost & Supply Cost, Cost Reduction & Product Life Cycle Costing(An Overview)
2	Elements of Cost
	<ul style="list-style-type: none"> • Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting- Elements of Costs-Cost classification (concept only) • Material Costing- Stock valuation (FIFO & weighted average method), EOQ, Calculation of Stock levels (Practical Problems) • Labour Costing – (Bonus and Incentive Plans) (Practical Problems) • Overhead Costing (Primary and Secondary Distribution)
3	Cost Projection and Activity Based Costing
	<ul style="list-style-type: none"> • Cost Sheet (Practical Problems) • Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC)
4	Emerging Cost Concepts - Standard Costing and Marginal Costing
	<ul style="list-style-type: none"> • Standard Costing – Introduction , Definition, Setting of standards, Setting of Direct Materials standard and Setting of Direct Labour standards (Practical Problems) • Marginal Costing – Marginal cost, Contribution, P/ V Ratio, Break- Even- Point, Margin of safety (Practical Problems)

Course Outcomes

SN	Outcomes
1	Learners will develop understanding about main elements of Cost
2	Learners will gain accounting knowledge of Cost sheet to determine the cost incurred for making the product.
3	Learners will gain accounting knowledge of how Industry determines the value of Input units and Finished goods under Process Costing.
4	Learners will develop understanding Marginal costing and standard costing.
5	Overall learners will develop proficiency in the area of Cost accounting.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2020- 2021

Elective Courses (EC)

Group A. Finance Electives

Corporate Restructuring

Course Code: UMS4COR

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Corporate Restructuring – Introduction and Concepts (Only Theory)	15
2	Accounting of Internal Reconstruction (Practical and theory)	15
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory)	15
4	Impact of Reorganization on the Company - An Introduction (Only Theory)	15
Total		60

Objectives

SN	Objectives
1	To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
2	The subject covers the complex facets of corporate restructuring process

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Corporate Restructuring – Introduction and Concepts (Only Theory)
	<ul style="list-style-type: none"> • Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring. • Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies. • Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale
2	Accounting of Internal Reconstruction (Practical and theory)
	<ul style="list-style-type: none"> • Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions • Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory)
	<ul style="list-style-type: none"> • In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively • Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.
4	Impact of Reorganization on the Company - An Introduction (Only Theory)
	<ul style="list-style-type: none"> • Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People • Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts. • Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.

Course Outcomes

SN	Outcomes
1	Learners will develop understanding about corporate restructuring.
2	Learners will gain accounting knowledge of internal reconstruction.
3	Learners will gain accounting knowledge of external reconstruction.
4	Learners will develop understanding of pre and post impact of reconstruction.
5	Overall learners will develop proficiency in the area of corporate restructuring.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester IV
with Effect from the Academic Year 2020- 2021**

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

**Integrated Marketing Communication
Course Code: UMS4IMC
Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Integrated Marketing Communication	15
2	Elements of IMC – I	15
3	Elements of IMC – II	15
4	Evaluation & Ethics in Marketing Communication	15
Total		60

Objectives

SN	Objectives
1	To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.
2	To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction to Integrated Marketing Communication
	<ul style="list-style-type: none"> • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Communication process, Traditional and alternative Response Hierarchy Models, One voice communication v/s IMC. • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.
2	Elements of IMC – I
	<ul style="list-style-type: none"> • Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. • Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.
3	Elements of IMC – II
	<ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing • Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of PersonalSelling, Selling process, Importance of Personal Selling
4	Evaluation & Ethics in Marketing Communication
	<ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulationtests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Digital Marketing – concept and importance, Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet, Role of AI in IMC- Chatbots &

	Programmatic advertising.
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Course Outcomes

SN	Outcomes
1)	Learners will get an overview of the range of tools available for Marketing Communications.
2)	Learners will understand the basic principles of planning and execution in marketing communications.
3)	Learners will get acquainted with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
4)	Learners will develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.
5)	Learners shall be able to gain the knowledge about the various range of tools available for marketing communication, and the various facets of advertising, public relation and promotion management.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2020- 2021

Elective Courses (EC)

Group B. Marketing Electives

Rural Marketing

Course Code: UMS4RUM

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Rural Market	15
3	Rural Marketing Mix	15
4	Rural Marketing Strategies	15
Total		60

Objectives

SN	Objectives
1	The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size &Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Problems of rural market. • Constraints in Rural Marketing and Strategies to overcome constraints • Rural Consumer Profil
2	Rural Market
	<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: <ul style="list-style-type: none"> a)Demographics– Population, Occupation Pattern, Literacy Level; b)Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c)Rural Infrastructure -Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.
3	Rural Marketing Mix
	<ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods &Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies &objectives • Promotional Strategies. Segmentation, Targeting &Positioning for rural market.
4	Rural Marketing Strategies
	<ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based) • Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media-Mass media, Non-Conventional Media, Personalized media; <ul style="list-style-type: none"> • Digital Market. • Impact of Globalisation in Indian Rural Market.

Course Outcomes

SN	Outcomes
1)	Learners will be able to understand the effort put by the government in rural development and the problems in rural market and the ways to overcome it.
2)	Learners will gain knowledge about the consumer behaviors in rural areas and their characteristics.
3)	Learners will be able to understand the nature of competition in rural markets and the use of marketing mix by manufacturers.
4)	Learners will gain knowledge about the various distribution and communication strategies used in rural markets.
5)	Learners will understand the rural aspects of marketing and consumer behaviour and the abilities to design effective strategies.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2020- 2021

Elective Courses (EC)

Group C. Human Resource Electives

Training & Development in HRM

Course Code: UMS4T&D

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Training	15
2	Overview of development	15
3	Concept of Management development	15
4	Performance measurement, Talent management & Knowledge management	15
Total		60

Objectives

SN	Objectives
1	This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Overview of Training
	<ul style="list-style-type: none"> • Overview of training– concept, scope, importance, objectives, features, need and assessment of training. • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs(Person Analysis, Task Analysis, Organisation Analysis),Types–On the Job & Off the Job Method. • Assessment of Training Needs, Methods & Process of Needs Assessment. • Criteria & designing-Implementation– an effective training program. • Training calendar in HRM ,Concept, Meaning, Introduction & Format of Training calendar & its preparation.
2	Overview of Development
	<ul style="list-style-type: none"> • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counselling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self development ,succession planning.
3	Concept of Management Development
	<ul style="list-style-type: none"> • Concept of Management Development. • Process of MDP. • Programs & methods, importance, evaluating MDP.
4	Performance measurement, Talent management & Knowledge management
	<ul style="list-style-type: none"> • Performance measurements– Appraisals, pitfalls & ethics of appraisal. • Talent management –Introduction ,Measuring Talent Management, Integration & future of TM, Global TM & knowledge management— OVERVIEW -Introduction: History, Concepts, • Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and WhatIs Not?, Three stages of KM, KM Life Cycle

Course Outcomes

SN	Outcomes
1)	Learners will understand the process of training & development & the importance of training & development.
2)	Learners will be able to understand the counselling techniques with reference to the development of employees, society & Organisation.
3)	Learners will be able to evaluate the process of management development.
4)	Learners will be able to interpret the process performance management , appraisals& ethics of appraisal.
5)	Learners will learn to describe advantages of training & development & will also understand how to undertake training needs analysis.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2020- 2021

Elective Courses (EC)

Group C. Human Resource Electives

Change Management

Course Code: UMS4CHM

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Impact of Change	15
3	Resistance to Change	15
4	Effective Implementation of Change	15
Total		60

Objectives

SN	Objectives
1	The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational. • Organizational culture & change. • Types & Models of change – Kurt Lewin's change model, Action research, Expanded Process Model., A.J. Leavitts model.
2	Impact of Change
	<ul style="list-style-type: none"> • Change & its implementation.– individual change: concept, need, Importance & risk of not having individual perspective. Team Change – concept, need, importance & limitation • Change & its impact– Resistance to change & sources-sources of individual resistance, sources of organizational resistance
3	Resistance to Change
	<ul style="list-style-type: none"> • Over coming Resistance to change – Manifestations of resistance, Six box model • Minimizing RTC. • OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress.
4	Effective implementation of change
	<ul style="list-style-type: none"> • Effective implementation of change–change agents and effective change programs. • Systematic approach to change, client & consultant relationship • Classic skills for leaders • Case study on smart change leaders, case lets on Action research.

Course Outcomes

SN	Outcomes
1)	To study innovative Strategies.
2)	To empower agents of change.
3)	Establish best practice for innovation among learners.
4)	To gain acceptance of change.
5)	Helps to sustain Change.

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester IV
with Effect from the Academic Year 2020- 2021***

***2. Ability Enhancement Courses (AEC)
2A.Ability Enhancement Compulsory Course***

**3. Information Technology in Business Management-II
Course Code: UMS4IT2
Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Management Information system	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to databases and data warehouse	10
4	Introduction to Big Data	10
5	Outsourcing	10
Total		60

Objectives

SN	Objectives
1	To understand managerial decision-making and to develop perceptive of major functional area of MIS
2	To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in

S.Y.BMS, Management Studies Syllabus

	implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
3	To learn and understand relationship between database management and data warehouse approaches , the requirements and applications of data warehouse
4	To learn outsourcing concepts. BPO/KPO industries, their structures , Cloud computing

Sr. No.	Modules / Units
1	Management Information System
	<ul style="list-style-type: none"> • Overview of MIS Definition, Characteristics • Subsystems of MIS (Activity and Functional subsystems) • Structure of MIS • Reasons for failure of MIS. • Understanding Major Functional Systems Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems • Sub systems, description and organizational levels • Decision support system Definition Relationship with MIS • Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS
2	ERP/E-SCM/E-CRM
	<ul style="list-style-type: none"> • Concepts of ERP • Architecture of ERP Generic modules of ERP • Applications of ERP • ERP Implementation concepts ERP lifecycle • Concept of XRP (extended ERP) • Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft • Concept of e-CRM E-CRM Solutions and its advantages, How technology helps? • CRM Capabilities and customer Life cycle Privacy Issues and CRM • Data Mining and CRM

S.Y.BMS, Management Studies Syllabus

	<p>CRM and workflow Automation</p> <ul style="list-style-type: none"> • Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture • Major Trends in e-SCM • Case studies ERP/SCM/CRM
3	Introduction to Data base and Data warehouse
	<ul style="list-style-type: none"> • Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries • Data Mining The scope and the techniques used • Business Applications of Data warehousing and Data mining
4	Introduction to Big Data
	<ul style="list-style-type: none"> • Big Data Meaning & Characteristics Types of Big Data • Big Data Technologies used to Store and Analyze Data Apache Hadoop, Hive, Sqoop, PolyBase & Big Data in Excel • Real World Big Data Examples • Benefits & Challenges of Big Data
5	Outsourcing
	<ul style="list-style-type: none"> • Introduction to Outsourcing Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes • Business Process Outsourcing (BPO) Introduction • BPO Vendors How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services

S.Y.BMS, Management Studies Syllabus

- **BPO Business Model**
 - Strategy for Business Process Outsourcing
 - Process of BPO
 - ITO Vs BPO
- **BPO to KPO**
 - Meaning of KPO
 - KPO vs BPO
 - KPO : Opportunity and Scope
 - KPO challenges
 - KPO Indian Scenario
- **Outsourcing in Cloud Environment**
 - Cloud computing offerings
- **Traditional Outsourcing Vs. Cloud Computing**

Course Outcomes

SN	Outcomes
1)	Learners will be to explain various roles MIS have towards strategic goals and operational success of an organization.
2)	Recognize the relationship between business information needs and decision making.
3)	Examine and identify all components in an ERP system and the relationship among the components.
4)	Gain an insight of the basic concepts, scope and application of data warehouse and data mining.
5)	Obtain knowledge of BPO/KPO and cloud computing and ability to identify their scope and challenges.

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester IV
with Effect from the Academic Year 2020- 2021***

***2. Ability Enhancement Courses (AEC)
2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course –IV
Ethics & Governance
Course Code: UMS4FC4**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Ethics and Business Ethics	12
2	Ethics in Marketing, Finance and HRM	11
3	Corporate Governance	11
4	Corporate Social Responsibility (CSR)	11
Total		45

Objectives

SN	Objectives
1	To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
2	To learn the applicability of ethics in functional areas like marketing, finance and human resource management

S.Y.BMS, Management Studies Syllabus

3	To understand the emerging need and growing importance of good governance and CSR by organisations
4	To study the ethical business practices, CSR and Corporate Governance practiced by various organisations

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction to Ethics and Business Ethics
	<ul style="list-style-type: none"> • Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition • Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India
2	Ethics in Marketing, Finance and HRM
	<ul style="list-style-type: none"> • Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements • Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992 • Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership
3	Corporate Governance
	<ul style="list-style-type: none"> • Concept, History of Corporate Governance in India, Need for Corporate Governance • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading
4	Corporate Social Responsibility (CSR)
	<ul style="list-style-type: none"> • Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • Need for CSR • CSR Principles and Strategies • Issues in CSR • Social Accounting • Tata Group's CSR Rating Framework • Sachar Committee Report on CSR • Ethical Issues in International Business Practices • Recent Guidelines in CSR

- Society's Changing Expectations of Business With Respect to Globalisation
- Future of CSR

urse Outcomes

SN	Outcomes
1)	To know the shareholders value for learners.
2)	To develop the interest of corporate sector.
3)	To understand the rules & regulations of corporate sector.
4)	To study about investors.
5)	To study fast growth & profit of companies.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2020- 2021

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

4. Foundation Course in NSS - IV

Course Code: UMS4NS4

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Entrepreneurship Development	10
2	Rural Resource Mobilization	10
3	Ideal village & stake of GOS and NGO	13
4	Institutional Social Responsibility and modes of Awareness	12
Total		45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Entrepreneurship Development
	UNIT - I Entrepreneurship development Entrepreneurship development- its meaning and schemes Government and self-employment schemes for Entrepreneurship development UNIT - II - Cottage Industry Cottage Industry- its meaning, its role in development process Marketing of cottage products and outlets
2	Rural Resource Mobilization
	UNIT - I - Rural resource mobilization- A case study of eco-village, eco-tourism, agro-tourism UNIT - II - Micro financing with special reference to self-help groups
3	Ideal village & stake of GOS and NGO
	UNIT - I - Ideal village Ideal village- the concept Gandhian Concept of Ideal village Case studies on Ideal village UNIT - II - Government Organisations(GOs) and Non-Government Organisations (NGOs) The concept and functioning
4	Institutional Social Responsibility and modes of Awareness
	UNIT - I - Institutional Social Responsibilities Concept and functioning- case study of adapted village UNIT - II - Modes of awareness through fine Arts Skills Basics of performing Arts as tool for social awareness, street play, creative dance, patriotic song, folk songs and folk dance. Rangoli, posters, flip charts, placards, etc.

Revised Syllabus of Courses of Bachelor of Management Studies

(BMS) Programme at Semester IV

with Effect from the Academic Year 2020- 2021

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

4. Foundation Course in NCC - IV

Course Code: UMS4NC4

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Disaster Management, Social Awareness and Community Development	10
2	Health and Hygiene	10
3	Drill with Arms	05
4	Weapon Training	10
5	Specialized Subject: Army Or Navy Or Air	10
Total		45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Disaster Management, Social Awareness and Community Development
	<p>Disaster Management: Desired outcome: The student shall gain basic information about civil defence organisation / NDMA & shall provide assistance to civil administration in various types of emergencies during natural / manmade disasters</p> <ul style="list-style-type: none"> • Fire Services & Fire fighting • Assistance during Natural / Other Calamities: Flood / Cyclone/ Earth Quake/ Accident etc. <p>Social Awareness and Community Development: Desired outcome: The student shall have an understanding about social evils and shall inculcate sense of whistle blowing against such evils and ways to eradicate such evils.</p> <ul style="list-style-type: none"> • NGOs: Role & Contribution • Drug Abuse & Trafficking • Corruption • Social Evil viz. Dowry/ Female Foeticide/Child Abuse & trafficking etc. • Traffic Control Org. & Anti drunken Driving
2	Health and Hygiene
	<p>Desired outcome: The student shall be fully aware about personal health and hygiene lead a healthy life style and foster habits of restraint and self awareness.</p> <ul style="list-style-type: none"> • Hygiene and Sanitation (Personal and Food Hygiene) • Basics of Home Nursing & First-Aid in common medical emergencies • Wound & Fractures
3	Drill with Arms
	<p>Desired outcome: The students will demonstrate the sense of discipline, improve bearing, smartness, and turnout, and develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> • Getting on Parade with Rifle and Dressing at the Order • Dismissing and Falling Out • General Salute, Salami Shastra • Squad Drill • Short/Long tail from the order and vice-versa • Examine Arms
4	Weapon Training
	<p>Desired outcome: The student shall have basic knowledge of weapons and their use and handling.</p> <ul style="list-style-type: none"> • The lying position, Holding and Aiming- I • Trigger control and firing a shot • Range procedure and safety precautions • Theory of Group and Snap Shooting • Short range firing, Aiming- II -Alteration of sight

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
5	Specialized Subject: Army Or Navy Or Air
	<p>Army Desired outcome: The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces. It will also acquaint, expose & provide basic knowledge about armed, naval and air-force subjects</p> <p>A. Map reading</p> <ul style="list-style-type: none"> • Setting a Map, finding North and own position • Map to ground, Ground to Map • Point to Point March <p>B. Field Craft and Battle Craft</p> <ul style="list-style-type: none"> • Observation, Camouflage and Concealment • Field Signals • Types of Knots and Lashing <p>C. Introduction to advanced weapons and role of technology (To be covered by the guest lecturers)</p> <p style="text-align: center;"><i>OR</i></p> <p>Navy</p> <p>A. Naval Communication</p> <ul style="list-style-type: none"> • Semaphore <ul style="list-style-type: none"> ▪ Phonetic Alphabets ▪ Radio Telephony Procedure ▪ Wearing of National Flag, Ensign and Admiral's Flag. <p>B. Seamanship</p> <ul style="list-style-type: none"> • Anchor work <ul style="list-style-type: none"> ▪ Types of Anchor, Purpose and Holding ground • Boat work <ul style="list-style-type: none"> ▪ Demonstrate Rigging a whaler and enterprise boat- Parts of Sail and Sailing Terms ▪ Instructions in Enterprise Class Board including theory of Sailing, Elementary Sailing Tools ▪ Types of Power Boats Used in the Navy and their uses, Knowledge of Anchoring, Securing and Towing a Boat <p>C. Introduction to advanced weapons and role of technology (To be covered by the guest lecturers)</p>

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
	<p style="text-align: center;"><i>OR</i></p> <p>Air</p> <p>A. Air frames</p> <ul style="list-style-type: none">• Fuselage• Main and Tail Plain <p>B. Instruments</p> <ul style="list-style-type: none">• Introduction to RADAR <p>C. Aero modelling</p> <ul style="list-style-type: none">• Flying/ Building of Aero models <p>D. Introduction to advanced weapons and role of technology (To be covered by the guest lecturers)</p>

Revised Syllabus of Courses of Bachelor of Management Studies

(BMS)Programme at Semester IV

with Effect from the Academic Year 2020- 2021

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

4. Foundation Course in Physical Education - IV

Course Code: UMS4PE4

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Stress Management	10
2	Awards, Scholarship & Government Schemes	10
3	Yoga Education	10
4	Exercise Scheduling/Prescription	15
Total		45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Stress Management
	<ul style="list-style-type: none">• Meaning & concept of Stress• Causes of Stress• Managing Stress• Coping Strategies
2	Awards, Scholarship & Government Schemes
	<ul style="list-style-type: none">• State & National level Sports Awards• State Sports Policy & Scholarship Schemes• National Sports Policy & Scholarship Schemes• Prominent Sports Personalities
3	Yoga Education
	<ul style="list-style-type: none">• Differences between Yogic Exercises & non- Yogic exercises• Contribution of Yoga to Sports• Principles of Asanas&Bandha• Misconceptions about Yoga
4	Exercise Scheduling/Prescription
	<ul style="list-style-type: none">• Daily Routine Prescription.• Understanding Activity level & Calorie requirement.• Adherence & Motivation for exercise.• Impact of Lifestyle on Health

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

With Effect from the Academic Year 2020- 2021

3. Core Courses (CC)

5. Business Economics- II

Course Code: UMS4BE2

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Macroeconomic Data and Theory	15
2	Money, Inflation and Monetary Policy	15
3	Constituents of Fiscal Policy	15
4	Open Economy : Theory and Issues of International Trade	15
Total		60

Objectives

Sr. No	Objectives
01	To help the students to understand the concepts related to Macro Economics
02	To integrate the concepts of economics in order to analyze and make optimal business decisions.
03	Learners will understand the basic economic theories

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction to Macroeconomic Data and Theory
	<ul style="list-style-type: none"> • Macroeconomics: Meaning, Scope and Importance. • Circular flow of aggregate income and expenditure: closed and open economy models • The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts • Short run economic fluctuations: Features and Phases of Trade Cycles • The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output • Introduction to The Great Depression Brexit and Euro Zone Crisis
2	Money, Inflation and Monetary Policy
	<ul style="list-style-type: none"> • Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money • Demand for Money : Classical and Keynesian approaches and Keynes' liquidity preference theory of interest • Money and prices : Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach • Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. • Monetary policy : Meaning, objectives and instruments, inflation targeting
3	Constituents of Fiscal Policy
	<ul style="list-style-type: none"> • Role of a Government to provide Public goods- Principles of Sound and Functional Finance • Fiscal Policy: Meaning and Objectives • Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance • Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.
4	Open Economy : Theory and Issues of International Trade
	<ul style="list-style-type: none"> • The basis of international trade : Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types Factors determining terms of trade - Gains from trade - Free trade versus protection • Foreign Investment : Foreign Portfolio investment- Benefits of Portfolio capital flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations • Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP. • Foreign Exchange and foreign exchange market : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility

Course Outcomes

SN	Outcomes
1)	Learners will understand the concepts related to Macroeconomics and its applications.
2)	Help the learners to understand the fundamentals of National Income.
3)	Learners will gain the knowledge about various Monetary Policies.
4)	It will help the learners to understand various components of Union Budget
5)	To acquaint the learners with various International Trade theories and foreign exchange

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester IV
with Effect from the Academic Year 2020- 2021***

3. Core Courses (CC)

6. Business Research Methods

Course Code: UMS4BRM

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to business research methods	18
2	Data collection and Processing	14
3	Data analysis and Interpretation	16
4	Advanced techniques in Report Writing	12
Total		60

Objectives

SN	Objectives
1	The course is designed to inculcate the analytical abilities and research skills among the students.
2	The course intends to give hands on experience and learning in Business Research.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Introduction to business research methods
	<ul style="list-style-type: none"> • Meaning and objectives of research • Types of research– a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal. • Sampling– <ul style="list-style-type: none"> a) meaning of sample and sampling, a) methods of sampling-i) Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.
2	Data collection and Processing
	<ul style="list-style-type: none"> • Types of data and sources-Primary and Secondary data sources • Methods of collection of primary data <ul style="list-style-type: none"> a) Observation- i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets) b) Experimental i) Field ii) Laboratory b) Interview – i) Personal Interview ii) focused group, iii) in- depth interviews - Method, c) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. d) Survey instrument– i) Questionnaire designing. e) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale
3	Data analysis and Interpretation
	<ul style="list-style-type: none"> • Processing of data– i) Editing- field and office editing, ii) coding– meaning and essentials, iii) tabulation – note • Analysis of data-Meaning, Purpose, types. • Interpretation of data-Essentials, importance and Significance of processing data • Multivariate analysis– concept only • Testing of hypothesis– concept and problems– i) chi square test, ii) Z and t-test (for large and small sample)
4	Advanced techniques in Report Writing
	<ul style="list-style-type: none"> • Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography • Ethics and research

S.Y.BMS, Management Studies Syllabus

	<ul style="list-style-type: none">• Objectivity, Confidentiality and anonymity in Research• Plagiarism
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Course Outcomes

SN	Outcomes
1)	Learners will be able to understand the concept and process of business research in business environment.
2)	Learners will gain knowledge of the use of tools and techniques for exploratory, conclusive and causal research.
3)	Learners will be able to understand the concept of measurement in empirical systems.
4)	Learners will be able to use statistical techniques for analysis of research data.
5)	Learners shall be able to understand the concepts of business research. Enhancing the abilities and imparting the knowledge for using the information in business research area.

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester IV
with Effect from the Academic Year 2020- 2021***

3. Core Courses (CC)

7. Production & Total Quality Management

Course Code: UMS4PTQ

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Production Management	14
2	Materials Management	16
3	Basics Of Productivity & TQM	16
4	Quality Improvement Strategies & Certifications	14
Total		60

Objectives

SN	Objectives
1	To acquaint learners with the basic management decisions with respect to production and quality management
2	To make the learners understand the designing aspect of production systems
3	To enable the learners apply what they have learnt theoretically.

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Production Management
	<p>Production Management</p> <ul style="list-style-type: none"> Objectives, Components–Manufacturing systems :Intermittent and Continuous Production Systems. Product Development, Classification and Product Design. Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. Importance of purchase management. Production Batch, Batch Release & Batch Certificate of analysis.
2	Materials Management
	<ul style="list-style-type: none"> Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems. Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock.
3	Basics Of Productivity &TQM
	<ul style="list-style-type: none"> Basics Of Productivity &TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby's philosophy. Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity
4	Quality Improvement Strategies &Certifications
	<ul style="list-style-type: none"> Quality Improvement Strategies &Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITYENGINEERING, ISO9000 ,ISO 1400, QS9000. Quality Audit.

Course Outcomes

SN	Outcomes
1)	Learners will be able to understand basics of productivity and total quality management
2)	Learners will gain knowledge about various certifications and strategies for quality improvement.
3)	Learners will be able to understand the designing of aspects of production systems.
4)	Learners will be able to understand various inventory control techniques and materials management.
5)	This course will enable the learners apply what they have learnt theoretically.

Revised Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester III

with effect from the Academic Year 2020-2021

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2. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.
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S.Y.BMS, Management Studies Syllabus

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5. M.Y. Khan and P.K. Jain- Financial Management-Tata -McGraw Hill Publishing Co. Ltd., New Delhi.
6. Prasanna Chandra -Financial Management- Tata-McGraw Hill

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5. Loudan, David and Bitta, A.J. Della Consumer Behaviour
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5. Robert G. Cooper and Scott J. Edgett, Product innovation and technology strategy, Product Development Institute Inc., 2009
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Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III and IV
with effect from the Academic Year **2020-2021**

Scheme of Evaluation

❖ Scheme of Examination

The performance of the learners shall be evaluated into two components. The learner's Performance shall be assessed by Internal Assessment with 40% marks in the first component by conducting the Semester End Examinations with 60% marks in the second component. The allocation of marks for the Internal Assessment and Semester End Examinations are as shown below:-

A) Internal Assessment: 40 %

40 Marks

(For Courses without Practical)

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	One case study/ project with presentation based on curriculum to be assessed by the teacher concerned	15 Marks
	Presentation	10 Marks
	Written Document	05 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

(For Courses with Practical)

Sr. No.	Particular	Marks
01	Practical Examination	20 Marks
	Journal	05 Marks
	Viva Voce	05 Marks
	Laboratory Work	10 Marks
02	One case study /project with presentation to be assessed by teacher concerned (15 Marks)	
	Presentation	10 Marks

	Written Document	05 Marks
03	Active participation in routine class instructional deliveries and Overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Periodical Class Test for the Courses at Under Graduate Programmes)

Maximum Marks: 20

Questions to be set: 02

Duration: 40 Minutes

All Questions are Compulsory

Question No	Particular	Marks
Q-1	Match the Column / Fill in the Blanks / Multiple Choice Questions/ Answer in One or Two Lines (Concept based Questions) (1 Marks / 2 Marks each)	10 Marks
Q-2	Answer in Brief (Attempt any Two of the Three) (5 Marks each)	10 Marks

B) Semester End Examination: 60 %

60 Marks

- Duration: The examination shall be of 2 hours duration.

Question Paper Pattern

Theory question paper pattern
<ol style="list-style-type: none"> 1. There shall be four questions each of 15 marks. 2. All questions shall be compulsory with internal options. 3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall

obtain minimum of 40% marks (i.e. 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 24 Out of 60) separately, to pass the course and minimum of Grade D, wherever applicable, to pass a particular semester. A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

❖ **Guidelines and Evaluation pattern for project work (100 Marks)**

Introduction

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

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

Guidelines for preparation of Project Work

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

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

Format

1st page (Main Page)

Title of the problem of the Project

A Project Submitted to
University of Mumbai for partial completion of the degree of
Bachelor in Commerce (Accounting and Finance)/B.M.S.
Under the Faculty of Commerce

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main page)

On separate page

Index

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

List of tables, if any, with page numbers

List of Graphs, if any, with page numbers

List of Appendix, if any, with page numbers

Abbreviations used:

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

(Model Structure of the Project Work)

- **Chapter No. 1: Introduction**

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

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

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

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

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

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

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

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

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

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

- **Bibliography**

- **Appendix**

On separate page

Name and address of the college

Certificate

This is to certify that Ms/Mr _____ has worked and duly completed her/his Project Work for the degree of Bachelor in Commerce (Accounting & Finance)/B.M.S. under the Faculty of Commerce in the subject of _____ and her/his project is entitled, "*Title of the Project*" under my supervision.

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

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



Name and Signature of
Guiding Teacher

Date of submission:

On separate page

Declaration by learner

Name of the learner

I the undersigned Miss / Mr. _____ here by, declare that the work embodied in this project work titled “_____”

Title of the Project

_____”, forms my own

contribution to the research work carried out under the guidance of

Name of the guiding teacher

_____ is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

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

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

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher

On separate page

Acknowledgment

(Model structure of the acknowledgement)

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

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

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

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

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

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

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

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

2. Guidelines for Internship based project work

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

Evaluation pattern of the project work

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

Note:

- *The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern*
- *The plagiarism should be maintained as per the UGC guidelines.*

Passing Standard

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

Note: 1) It is noted that the concerned regulation of the university is amended and implemented to all Semesters i.e. Semester I to Semester VI to all undergraduate programmes, simultaneously, under faculty of Arts, Commerce and Science with effect from the academic year 2020-2021

2) This scheme of evaluation is discussed in detail, finalised and accepted.



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR
ARTS, COMMERCE & SCIENCE COLLEGE,
NEW PANVEL (AUTONOMOUS)

Re-accredited 'A+' Grade by NAAC
'College with Potential for Excellence' Status Awarded by
UGC
'Best College Award' by University of Mumbai

Program: Bachelor of Management Studies

Revised Syllabus of T.Y.BMS Management Studies
Choice Based Credit & Grading System (60:40)
w. e. f. Academic Year 2021-22

T. Y. BMS, Management Studies Syllabus

Sr. No.	Heading	Particulars
1	Title of Course	Management Studies
2	Eligibility for Admission	First Year with both the semesters should be passed (Maximum ATKT allowed for Semester I and Semester II are two subjects per semester) OR Second Year with both the semesters should be passed (Maximum ATKT allowed for Semester III and Semester IV are two subjects per semester)
3	Passing marks criteria	40%
4	Ordinances/Regulations (if any)	
5	No. of Semesters	Two
6	Level	U.G.
7	Pattern	Semester (60:40)
8	Status	Revised
9	To be implemented from Academic year	2021-2022

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

TYBMS

(To be implemented from Academic Year- 2021-2022)

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
1	<i>Elective Courses (EC)</i>		1	<i>Elective Courses (EC)</i>	
1,2,3 & 4	*List of the courses as per specialisation	12	1,2,3 & 4	**List of the courses as per specialisation	12
2	<i>Core Course (CC)</i>		2	<i>Core Course (CC)</i>	
UMS5LSM	Logistics & Supply Chain Management	04	UMS6OPR	Operation Research	04
3	<i>Ability Enhancement Course (AEC)</i>		3	<i>Ability Enhancement Course (AEC)</i>	
UMS5CCP	Corporate Communication & Public Relations	04	UMS6PRW	Project Work	04
Total Credits		20	Total Credits		20

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

T. Y. BMS, Management Studies Syllabus

<i>*List of group of Elective Courses(EC) for Semester V</i>		<i>** List of group of Elective Courses(EC) for Semester VI</i>	
Group A: Finance Electives			
UMS5IAP	Investment Analysis & Portfolio Management	UMS6IFS	Innovative Financial Services
UMS5C&D	Commodity & Derivatives Market	UMS6PRM	Project Management
UMS5WEM	Wealth Management	UMS6SFM	Strategic Financial Management
UMS5DIT	Direct Taxes	UMS6INT	Indirect Taxes
Group B: Marketing Electives			
UMS5SEM	Services Marketing	UMS6BRM	Brand Management
UMS5EDM	E-Commerce & Digital Marketing	UMS6REM	Retail Management
UMS5SDM	Sales & Distribution Management	UMS6INM	International Marketing
UMS5CRM	Customer Relationship Management	UMS6MPM	Media Planning & Management
Group C: Human Resource Electives			
UMS5FCM	Finance for HR Professionals & Compensation Management	UMS6HGP	HRM in Global Perspective
UMS5SHR	Strategic Human Resource Management & HR Policies	UMS6ORD	Organisational Development
UMS5PMC	Performance Management & Career Planning	UMS6HSM	HRM in Service Sector Management
UMS5INR	Industrial Relations	UMS6IEM	Indian Ethos in Management
Note: Group selected in Semester III will continue in Semester V & Semester VI			

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year : 2021-2022)

Semester V

No. of Courses	Semester V	Credits
1	<i>Elective Courses (EC)</i>	
1,2,3 & 4	*Any four courses from the following list of the Courses	12
2	<i>Core Course (CC)</i>	
UMS5LSM	Logistics & Supply Chain Management	04
3	<i>Ability Enhancement Course (AEC)</i>	
UMS5CCP	Corporate Communication & Public Relations	04
Total Credits		20

***List of group of Elective Courses(EC)for Semester V (Any Four)**

Group A: Finance Electives	
UMS5IAP	Investment Analysis & Portfolio Management
UMS5C&D	Commodity & Derivatives Market
UMS5WEM	Wealth Management
UMS5DIT	Direct Taxes
Group B:Marketing Electives	
UMS5SEM	Services Marketing
UMS5EDM	E-Commerce & Digital Marketing
UMS5SDM	Sales & Distribution Management
UMS5CRM	Customer Relationship Management
Group C: Human Resource Electives	
UMS5FCM	Finance for HR Professionals & Compensation Management
UMS5SHR	Strategic Human Resource Management & HR Policies
UMS5PMC	Performance Management & Career Planning
UMS5INR	Industrial Relations

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

**1. Investment Analysis and Portfolio Management
Course Code: UMS5IAP**

Modules at a Glance

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

Objectives

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

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

Course Outcome

Sr. No	Course Outcome
01	Help the learners to understand various Investment avenues available in the market.
02	Learners will learn to calculate Return and Risk involved in the securities by using various methods like HPR, Beta etc.
03	Learners will gain the knowledge about Portfolio management and the techniques to manage the portfolio with the help of graphs by using Fundamental analysis and Returns by using Technical analysis.
04	Learners will learn the traditional theories related to investment and measurement tools for evaluation of portfolio performance.
05	This course will provide the overall knowledge about Investment avenues available and Return- Risk Relationship by using various techniques.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

**2. Commodity and Derivatives Market
Course Code : UMS5C&D**

Modules at a Glance

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

Objectives

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

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

Course Outcome

Sr. No	Course Outcome
01	Learners will understand the meaning of financial derivatives.
02	To help the learners understand difference between forward futures and options contracts.
03	Be aware about the growth of futures markets worldwide as well as in India.
04	To help the learners understand about the concept of Derivatives and its types.
05	To know about Hedging and the development position of Derivatives in India.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

3. Wealth Management

Course Code : UMS5WEM

Modules at a Glance

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

Objectives

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

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

Course Outcome

Sr. No	Course Outcome
01	Provide advice on personal wealth management and pension planning.
02	Help learners to understand the role of financial planners.
03	Construct a financial plan.
04	Assess personal financial goals and create a saving plan.
05	Select appropriate Insurance product to cover financial risks.
06	Give overview about various asset classes & tools to analyse such investments.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

4. Direct Taxes

Course Code : UMS5DIT

Modules at a Glance

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

Objectives

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

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

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

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

Course Outcomes

SN	Outcomes
01	Learners will be able to understand basic concepts of direct taxes and its principles.
02	Learners will be able to understand various definitions covered under Income Tax Act, 1961.
03	Learners will be able to determine residential status of an individual.
04	Learners will be able to compute the scope of income of an individual.
05	Learners will have a knowledge of heads of income like Income from Salary, Income from House Property, Profits & Gains from Business & Profession, Capital Gains & Income from Other Sources.
06	Learners will learn incomes exempted from taxation under section 10.
07	Learners will learn various Deductions under Chapter VI A.
08	Learners will be able to compute the taxable income and tax liability of an individual.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

1. Service Marketing

Course Code : UMS5SEM

Modules at a Glance

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

Objectives

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

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

Course Outcome

Sr. No	Course Outcome
01	Learners will be able to understand basic concept of service marketing and how does it differ from product marketing.
02	Learners will be able to analyse impact of service recovery efforts on consumer loyalty.
03	Learners will be able to understand key elements of service marketing mix.
04	Learners will get knowledge about how to manage quality aspects of service marketing.
05	To understand recent trends in marketing of services in various service sector.
06	Learners will understand the importance of ethics in service marketing.
07	Learners will be able to understand how the services sector operates in developed economies like Indian market.
08	Learners will be able to understand the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

2. E-Commerce and Digital Marketing

Course Code : UMS5EDM

Modules at a Glance

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

Objectives

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

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

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

Course Outcome

Sr. No	Course Outcome
01	Learners gain insight on innovative uses of e-commerce, its significance and application for developing competitive advantage.
02	Learners will gain a comprehensive understanding of the e-commerce landscape, current and emerging business models, the technology and infrastructure underpinnings of the business.
03	Learners gain an understanding on the importance of security, privacy, ethical issues and avenues related to e-commerce.
04	Learners will gain understanding of building blocks that constitute digital marketing and the tools, techniques, knowledge to develop cohesive digital market strategies.
05	Learners gain an understanding on how the internet can help business grow and the different e-commerce platforms to enhance current business or incubate new businesses.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

3. Sales and Distribution Management

Course Code : UMS5SDM

Modules at a Glance

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

Objectives

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

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

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

Course Outcome

Sr. No	Course Outcome
01	Learners will gain knowledge about different components of sales and distribution management.
02	Learners will understand various facets of the job of a sales manager.
03	Learners will be able to focus on decision making aspects and implementation of decisions in sales and distribution management.
04	Learners will learn about different performance evaluation techniques their uses, ethics and trends in sales and distribution.
05	Learners will gain knowledge of sales and distribution management and ability of decision-making and implementation of decision in sales and distribution management.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

4. Customer Relationship Management

Course Code :UMS5CRM

Modules at a Glance

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

Objectives

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

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

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

Course Outcome

Sr. No	Course Outcome
01	Articulating CRM goals and identify milestones in relationship management.
02	Bonding with customers and building their loyalty.
03	Capability to shift short term customer transactions to a long term relationship mode.
04	Implementation of best CRM strategies and practices.
05	Ability to measure the success of their relationship management efforts.
06	Putting software support in place for providing effective customer services.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

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

Course Code : UMS5FCM

Modules at a Glance

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

Objectives

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

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

Course Outcome

Sr. No	Course Outcome
01	Learners will understand the basic compensation concepts and the context of compensation practice.
02	Learners will be able to illustrate different ways to strengthen the pay-for performance link.
03	Learners will understand the Legally required employee benefits.
04	Learners will Identify the internal and external environmental factors that have an impact on the pay structure of an organization.
05	Learners will be able to demonstrate an understanding of the process of designing a pay structure taking account of the company environment.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

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

Course Code : UMS5SHR

Modules at a Glance

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

Objectives

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

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

	<ul style="list-style-type: none"> ● New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment ● Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.
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Course Outcome

Sr. No	Course Outcome
01	The learners will be able to understand strategic human resource management so as to address business challenges and accomplish organisational goals.
02	Acquaint the students with various HR strategies that create high performance culture within an organization.
03	Make the students understand and assess the importance of strategic human resource management and its correlation with organizational performance.
04	Familiarize students with the Human Resource Policies and its contribution towards workplace harmony.
05	Gain an insight of the changes and developments in strategic human resource management.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

3. Performance Management and Career Planning

Course Code : UMS5PMC

Modules at a Glance

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

Objectives

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

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

	<ul style="list-style-type: none"> ● Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives ● Role of Technology in Career Planning and Development ● Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model ● New Organizational Structures and Changing Career Patterns
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Course Outcome

Sr. No	Course Outcome
01	This study acquaints the learners with a perspective of different facets of management of an enterprise.
02	The study on performance management gives an overview on its features, components, its evolution and the best practices in performance management.
03	The study gives knowledge about the performance management process like performance planning, benchmarking, managing and performance appraisal.
04	The learners gain knowledge about the ethics under performance management and its key issues.
05	This course intends to provide knowledge on career planning and development, its benefits and limitations.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

4. Industrial Relations

Course Code : UMS5INR

Modules at a Glance

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

Objectives

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

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

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

Course Outcome

Sr. No	Course Outcome
01	The learners will be able to demonstrate descriptive knowledge in the field of Industrial Relations.
02	Apply the essential concepts of Industrial Relations at the organisational level.
03	Understand the genesis of Industrial Disputes & various methods to prevent the same.
04	Analyse how trade unions are helpful in effective communication between the workers and the management through collective bargaining.
05	Familiarize students with the history, provisions of various legislations related to Industrial Relations in India.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Core Course (CC)

Logistics and Supply Chain Management

Course Code : UMS5LSM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Overview of Logistics and Supply Chain Management
	<p>a) Introduction to Logistics Management</p> <ul style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p>b) Introduction to Supply Chain Management</p> <ul style="list-style-type: none"> • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p>c) Customer Service: Key Element of Logistics</p> <ul style="list-style-type: none"> • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers <p>d) Demand Forecasting</p> <ul style="list-style-type: none"> • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)
2	Elements of Logistics Mix
	<p>a) Transportation</p> <ul style="list-style-type: none"> • Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation <p>b) Warehousing</p> <ul style="list-style-type: none"> • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p>c) Materials Handling</p> <ul style="list-style-type: none"> • Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments <p>d) Packaging</p> <ul style="list-style-type: none"> • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

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

Course Outcome

Sr. No	Course Outcome
01	Learners will be able to understand various technical concepts used in logistics and supply chain management.
02	Learners will be able to identify the impact of logistical costing on customer satisfaction.
03	Learners will be able to gain an insight into the nature of supply chain, its functions and supply chain systems.
04	Learners will get an insight into the overall inventory management system for efficient supply chain management, logistics costing, performance measurement and logistics network analysis.
05	Learners will be able to understand global trends in logistics and supply chain management.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2021-2022**

Ability Enhancement Courses (AEC)

5. Corporate Communication & Public Relations

Course Code : UMS5CCP

Modules at a Glance

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

Objectives

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

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

	<p>c) Crisis Communication:</p> <ul style="list-style-type: none"> ● Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building <p>d) Financial Communication:</p> <ul style="list-style-type: none"> ● Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising
4	Emerging Technology in Corporate Communication and Public Relations
	<p>a) Contribution of Technology to Corporate Communication</p> <ul style="list-style-type: none"> ● Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) <p>b) Information Technology in Corporate Communication</p> <ul style="list-style-type: none"> ● Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation <p>c) Corporate Blogging</p> <ul style="list-style-type: none"> ● Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog ● Digital Language, Managing & Monitoring E-Office

Course Outcome

Sr. No	Course Outcome
01	The study on Corporate Communication and Public Relation helps the learners to get a brief idea about their work life, how to understand their assignments and deliverables.
02	This study helps the learners about how quality work life can be improved.
03	Corporate communication study can help in benefiting and improving the communication between corporate, employees and the public.
04	It gives a brief idea about how effective business communication increases productivity.
05	This study emphasizes on the aspect to work more efficiently, with less human error.
06	This study helps the learners to understand the main functions of Corporate communication and public relations.

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year : 2021-2022)

Semester VI

No. of Courses	Semester VI	Credits
1	<i>Elective Courses (EC)</i>	
1,2,3 & 4	**Any four courses from the following list of the courses	12
2	<i>Core Course (CC)</i>	
UMS6OPR	Operation Research	04
3	<i>Ability Enhancement Course (AEC)</i>	
UMS6PRW	Project Work	04
Total Credits		20

** List of group of Elective Courses(EC)for Semester VI (Any Four)	
Group A: Finance Electives (Any four Courses)	
UMS6IFS	Innovative Financial Services
UMS6PRM	Project Management
UMS6SFM	Strategic Financial Management
UMS6INT	Indirect Taxes
Group B:Marketing Electives (Any four Courses)	
UMS6BRM	Brand Management
UMS6REM	Retail Management
UMS6INM	International Marketing
UMS6MPM	Media Planning & Management
Group C: Human Resource Electives (Any four Courses)	
UMS6HGP	HRM in Global Perspective
UMS6ORD	Organisational Development
UMS6HSM	HRM in Service Sector Management
UMS6IEM	Indian Ethos in Management

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

1. Innovative Financial Services

Course Code : UMS6IFS

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Traditional Financial Services
	<p>a) Financial Services:</p> <ul style="list-style-type: none"> ● 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 <p>b) Factoring and Forfaiting:</p> <ul style="list-style-type: none"> ● 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. <p>c) Bill Discounting:</p> <ul style="list-style-type: none"> ● Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.
2	Issue Management and Securitization
	<p>a) Issue Management and Intermediaries:</p> <ul style="list-style-type: none"> ● Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue <p>b) Stock Broking:</p> <ul style="list-style-type: none"> ● Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading <p>c) Securitization:</p> <ul style="list-style-type: none"> ● Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitizable Assets, Benefits of Securitization, New Guidelines on Securitization
3	Financial Services and its Mechanism
	<p>a) Lease and Hire-Purchase:</p> <ul style="list-style-type: none"> ● 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. <p>b) Housing Finance:</p> <ul style="list-style-type: none"> ● 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,

	<p>National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies</p> <p>c) Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario</p>
4	Consumer Finance and Credit Rating
	<p>a) Consumer Finance:</p> <ul style="list-style-type: none"> ● 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 <p>b) Plastic Money:</p> <ul style="list-style-type: none"> ● 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 <p>c) Credit Rating:</p> <ul style="list-style-type: none"> ● 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

Course Outcome

Sr. No	Course Outcome
01	Help the learners to understand traditional as well as modern financial services based on Fee based and Fund based services
02	Learners will gain a knowledge about various intermediaries between the industry and the investors and the process of securitization
03	Help the learners to understand the facility available in the financial market regarding leasing , Hire purchase , housing finance etc.
04	Learners will learn about the financial products available in the market related with consumer durables and plastic money
05	This course will provide the overall knowledge about Innovative financial services and financial products available in current market scenario

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

2. Project Management

Course Code : UMS6PRM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Project Management & Project Initiation
	<p>a) Introduction to Project Management:</p> <ul style="list-style-type: none"> ● 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 <p>b) Organizational Structure (Project Organization):</p> <ul style="list-style-type: none"> ● 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. <p>c) Project Initiation:</p> <ul style="list-style-type: none"> ● 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
2	Analyzing Project Feasibility
	<p>a) Project Feasibility Analysis:</p> <ul style="list-style-type: none"> ● 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) <p>b) Market Analysis:</p> <ul style="list-style-type: none"> ● Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis <p>c) Technical Analysis:</p> <ul style="list-style-type: none"> ● Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management <p>d) Operational Analysis:</p> <ul style="list-style-type: none"> ● Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations

3	Budgeting, Cost & Risk Estimation in Project Management
	<p>a) Funds Estimation in Project:</p> <ul style="list-style-type: none"> ● 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 <p>b) Risk Management in Projects:</p> <ul style="list-style-type: none"> ● 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) <p>c) Cost Benefit Analysis in Projects</p> <ul style="list-style-type: none"> ● Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions
4	New Dimensions in Project Management
	<p>a) Modern Development in Project Management:</p> <ul style="list-style-type: none"> ● Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning <p>b) Project Monitoring & Controlling:</p> <ul style="list-style-type: none"> ● 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 <p>c) Project Termination & Solving Project Management Problems:</p> <ul style="list-style-type: none"> ● 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 Projects

Course Outcome

Sr. No	Course Outcome
01	Enable students to apply project management practices to the launch of new programs, products and services.
02	To provide overview of planning and controlling activities to effectively produce and deliver goods and services.
03	Enable students to analyze and evaluate appropriate business strategies and practices.
04	To impart knowledge about capital budgeting, capital structure and asset valuation.
05	Develop strategies to initiate, plan, execute, monitor and control and close projects in business environment.
06	To equip students with necessary tools to conduct detailed project feasibility analysis and viability study.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

3. Strategic Financial Management

Course Code : UMS6SFM

Modules at a Glance

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

Objectives

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

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

Course Outcome

Sr. No	Course Outcome
01	Learners will understand the basis of various dividend policy framed by the companies and models used for calculation of dividend
02	Learners will learn the assessment tools to evaluate the projects which will be base for taking decision to start with or not to start with new projects
03	Help the learners to understand the concept of corporate governance and corporate restructuring like merger, acquisition , takeover etc.
04	Learners will gain the knowledge about short term finance and Banking norms on NPAs
05	This course will provide the overall knowledge about strategic financial management

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group A: Finance Electives

4. Indirect Taxes

Course Code : UMS6INT

Modules at a Glance

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

Objectives

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

Sr. No.	Modules / Units
1	Introduction to Indirect Taxation and GST
	<p>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)</p> <p>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.</p> <p>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)</p> <p>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.</p>
2	Concept of Supply
	<p>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)</p> <p>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.</p> <p>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)</p> <p>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)</p>
3	Registration and Computation of GST
	<p>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)</p> <p>B. Computation of GST – Computation of GST under Inter State and Intra State Supplies.</p> <p>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)</p>
4	Filing of Returns

	<p>A. Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill</p> <p>B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)</p>
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Course Outcomes

SN	Outcomes
01	Learners will be able to learn the background of GST.
02	Learners will learn the definitions covered under GST.
03	Learners will learn levy & collection of GST and composition scheme.
04	Learners will understand supply concepts in terms of place, time and value of supply.
05	Learners will be able to learn how to adjust input tax credit and make GST payments.
06	Learners will learn the registration procedure for GST.
07	Learners will learn the documentation and filing of returns.
08	Learners will gain knowledge on GST and application of the same in an organization.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

1. Brand Management

Course Code : UMS6BRM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Brand Management
	<p>a) Introduction to Brand Management:</p> <ul style="list-style-type: none"> ● Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
2	Planning and Implementing Brand Marketing Programs
	<p>a) Planning and Implementing Brand Marketing Programs:</p> <ul style="list-style-type: none"> ● 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.
3	Measuring and Interpreting Brand Performance
	<p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> ● 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 <p>c) Young and Rubicam's Brand Asset Valuator</p> <p>d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> ● 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

4	Growing and Sustaining Brand Equity
	<p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> ● 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 <p>b) Brand Extensions:</p> <ul style="list-style-type: none"> ● Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands over Time:</p> <ul style="list-style-type: none"> ● Reinforcing Brands, Revitalising Brands <p>d) Building Global Customer Based Brand Equity</p>

Course Outcome

Sr. No	Course Outcome
01	Learners will be able to understand the meaning and significance of brand management.
02	Learners will be able to know how to build, sustain and grow brands.
03	Learners will get ideas about various sources of brand equity.
04	Learners will be able to plan and implement various brand management programmes.
05	This course will enable the learners to apply what they have learnt theoretically.
06	Learners will consider ethical issues in Branding and Brand Management.
07	Learners will get ideas to Formulate effective branding strategies for both consumer and business products/services.
08	Learners will be able to learn key strategies for developing brands including brand ownership, brand and line extensions, co-branding and licensing the brand-building process.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

2. Retail Management

Course Code : UMS6REM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Retail Management- An overview
	<p>a) Retail Management:</p> <ul style="list-style-type: none"> ● Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b) Retail Formats:</p> <ul style="list-style-type: none"> ● 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 <p>c) Emerging Trends in Retailing</p> <ul style="list-style-type: none"> ● 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
2	Retail Consumer and Retail Strategy
	<p>a) Retail Consumer/Shopper:</p> <ul style="list-style-type: none"> ● Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers <p>b) CRM in Retail:</p> <ul style="list-style-type: none"> ● Meaning, Objectives ● Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community <p>c) Retail Strategy:</p> <ul style="list-style-type: none"> ● Meaning, Steps in Developing Retail Strategy, Retail Value Chain <p>d) Store Location Selection:</p> <ul style="list-style-type: none"> ● Meaning, Types of Retail Locations, Factors Influencing Store Location <p>e) HRM in Retail:</p> <ul style="list-style-type: none"> ● 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

SN	Modules/ Units
3	Merchandise Management and Pricing
	<p>a) Merchandise Management</p> <ul style="list-style-type: none"> ● 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 <p>b) Buying Function:</p> <ul style="list-style-type: none"> ● 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 <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label</p> <ul style="list-style-type: none"> ● Meaning, Need and Importance, Private Labels in India <p>e) Retail Pricing</p> <ul style="list-style-type: none"> ● 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: <ul style="list-style-type: none"> ▪ 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
4	Managing and Sustaining Retail
	<p>a) Retail Store Operations:</p> <ul style="list-style-type: none"> ● Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff) <p>b) Store Design and Layout:</p> <ul style="list-style-type: none"> ● 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 ● Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps

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

Course Outcome

Sr. No	Course Outcome
01	Learners will gain knowledge of all functional areas of retailing and essential principles of retailing.
02	Learners will get knowledge of essential principles of retailing.
03	Learners will gain insight of the Indian retailing scenario.
04	Learners will develop a sense of legal and ethical aspects of retail management.
05	Learners will be able to understand retail management terminology

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

3. International Marketing

Course Code : UMS6INM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to International Marketing & Trade
	<p>a) Introduction of International Marketing:</p> <ul style="list-style-type: none"> ● 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 <p>b) Introduction to International Trade:</p> <ul style="list-style-type: none"> ● Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC
2	International Marketing Environment and Marketing Research
	<p>a) International Marketing Environment:</p> <ul style="list-style-type: none"> ● Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) ● 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. ● 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) <p>b) Marketing Research:</p> <ul style="list-style-type: none"> ● Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research
3	International Marketing Mix
	<p>a) International Product Decision</p> <ul style="list-style-type: none"> ● 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
SN	Modules/ Units

	<p>b) International Pricing Decision:</p> <ul style="list-style-type: none"> ● 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 ● Overview of Foreign Currency involved in International Marketing <p>c) International Distribution Decisions</p> <ul style="list-style-type: none"> ● Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel, Mode of Transportation in International Marketing <p>d) International Promotion Decisions</p> <ul style="list-style-type: none"> ● 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
4	Developments in International Marketing
	<p>a) Introduction -Developing International Marketing Plan:</p> <ul style="list-style-type: none"> ● Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan <p>b) International strategies:</p> <ul style="list-style-type: none"> ● Need for International Strategies, Types of International Strategies <p>c) International Marketing of Services</p> <ul style="list-style-type: none"> ● Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture

Course Outcome

Sr. No	Course Outcome
01	Ability to analyze environmental variables that influence international marketing.
02	Ability to research, select and enter a new international market.
03	Develop strategies and tactics that can lead to successful international marketing.
04	More typical management decisions peculiar to problems faced in international arena.
05	Produce a comprehensive international marketing plan
06	Perform the functional tasks constituting marketing intelligence and mix adaptations.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group B: Marketing Electives

4. Media Planning and Management

Course Code : UMS6MPM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	<p data-bbox="280 230 810 264">Overview of Media and Media Planning</p> <p data-bbox="280 286 866 320">a) Overview of Media and Media Planning:</p> <ul data-bbox="328 342 1409 656" style="list-style-type: none"> ● 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 <p data-bbox="280 678 552 712">b) Media Research:</p> <ul data-bbox="328 734 1409 965" style="list-style-type: none"> ● 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, CIB Listenership Survey
2	<p data-bbox="280 987 695 1021">Media Mix and Media Strategy</p> <p data-bbox="280 1043 480 1077">a) Media Mix:</p> <ul data-bbox="328 1099 1409 1223" style="list-style-type: none"> ● 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 <p data-bbox="280 1245 531 1279">b) Media Choices:</p> <ul data-bbox="328 1301 1409 1682" style="list-style-type: none"> ● 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 <p data-bbox="280 1704 791 1738">c) Emerging Media: Digital Marketing</p> <ul data-bbox="328 1760 1150 1794" style="list-style-type: none"> ● Online, Mobile, Gaming, In flight, In Store, Interactive Media <p data-bbox="280 1816 539 1850">d) Media Strategy:</p> <ul data-bbox="328 1872 1409 2051" style="list-style-type: none"> ● Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components ● Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.

SN	Modules/ Units
3	Media Budgeting, Buying & Scheduling
	<p>a) Media Budget</p> <ul style="list-style-type: none"> ● 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. <p>b) Media Buying:</p> <ul style="list-style-type: none"> ● 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 <p>c) Media Scheduling</p> <ul style="list-style-type: none"> ● 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

SN	Modules/ Units
4	Developments in International Marketing
	<p>a) Media Measurement:</p> <ul style="list-style-type: none"> ● Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach ● Television Metrics: Dairy v/s Peoplemeter,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) <p>b) Benchmarking Metrics:</p> <ul style="list-style-type: none"> ● Share, Profile, and Selectivity Index <p>c) Plan Metrics:</p> <ul style="list-style-type: none"> ● Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). <p>d) Evaluating Media Buys</p> <ul style="list-style-type: none"> ● 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

Course Outcome

Sr. No	Course Outcome
01	Learners will get an overview of different features, impact and role of media in marketing.
02	Learners will get knowledge of underlying criteria for evaluating the advantages and failure in data sources, media research, media mix and media strategies.
03	Learners will gain insight in different budgeting techniques used, buying processes and tactics, and scheduling of media.
04	Learners will develop a sense of judgment when evaluating media with the help of different media measurement metrics and media buys.
05	Learners will be able to solve marketing problems through understanding how the media operates from the perspective of the advertiser, the agency and the medium itself.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

1. HRM in Global Perspective

Course Code : UMS6HGP

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	International HRM – An Overview
	<p>a) International HRM – An Overview:</p> <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
2	Global HRM Functions
	<p>a) Global HRM Functions:</p> <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 ● HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training ● International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management ● Motivation and Reward System- Meaning, Benchmarking Global Practices ● International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR

SN	Modules/ Units
3	Managing Expatriation and Repatriation
	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> ● Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) ● 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 ● Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates
4	International HRM Trends and Challenges
	<p>a) International HRM Trends and Challenges:</p> <ul style="list-style-type: none"> ● Emerging Trends in IHRM ● Off Shoring – Meaning, Importance, Off Shoring and HRM in India ● 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 ● Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World ● HR in MNCs – Industrial Relations in MNCs ● Role of Technology on IHRM ● IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization ● Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM ● Knowledge Management and IHRM

Course Outcome

Sr. No	Course Outcome
01	Demonstrate an understanding of key terms, theories and practices within the field of IHRM.
02	Familiarize students with the basic concepts and challenges of Expatriates and Repatriates.
03	Learners will be able to have profound understanding of Global Workforce Management.
04	Students will be able to explicate the influence of cross culture on Human Resource Management.
05	An analysis of trends and challenges of IHRM guiding students to arrive at potential remedies of it.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

2. Organisational Development

Course Code : UMS6ORD

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Organisational Development – An Overview
	<p>a) Organisational Development – An Overview:</p> <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
2	Organisational Diagnosis, Renewal and Change
	<p>a) Organisational Diagnosis, Renewal and Change:</p> <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
3	OD Interventions
	<p>a) Managing Expatriation and Repatriation</p> <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 : <ul style="list-style-type: none"> ▪ Traditional: Sensitive Training, Grid Training, Survey Feedback. ▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis ● Evaluation of OD Interventions : Process, Types, Methods, Importance

SN	Modules/ Units
4	OD Effectiveness
	<p>a) OD Effectiveness:</p> <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 Guidelines for OD Professionals ● 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

Course Outcome

Sr. No	Course Outcome
01	Learners will be able to understand basics of Organisational development & role of OD practitioner.
02	Learners will understand how human process issues can be used by the OD consultant to diagnose organisation effectiveness.
03	Learners will evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques.
04	Learners will be able to collect and evaluate data to judge the effectiveness of OD interventions.
05	Learners will formulate an approach for organization development in response to appropriate organizational diagnosis, business imperatives and internal and external contextual forces.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

3. HRM in Service Sector Management

Course Code : UMS6HSM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Service Sector Management- An Overview
	<p>a) Service Sector Management- An Overview:</p> <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 ● 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
2	Managing Human Element in Service Sector

	<p>a) Managing Human Element in Service Sector:</p> <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 ● 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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SN	Modules/ Units
3	Issues and Challenges of HR in Service Sector
	<p>a) Issues and Challenges of HR in Service Sector:</p> <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
4	HRP Evaluation, Attrition, Retention & Globalization

	<p>a) HRP Evaluation, Attrition, Retention & Globalization:</p> <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
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Course Outcome

Sr. No	Course Outcome
01	Learners will be able to understand the concept and growing importance of HRM in the service sector.
02	Learners will understand the ways of managing human resources in the service sector.
03	Learners will be able to understand the significance of the human element in creating customer satisfaction through service quality.
04	Learners will gain knowledge about trending issues and challenges of HR in various service sectors.
05	This course will enable the learners to apply what they have learnt theoretically.

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2021-2022**

Elective Courses (EC)

Group C: Human Resource Electives

4. Indian Ethos in Management

Course Code : UMS6IEM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Indian Ethos – An Overview
	<p>a) Indian Ethos</p> <ul style="list-style-type: none"> ● Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices <p>b) Management Lessons from Scriptures:</p> <ul style="list-style-type: none"> ● Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra <p>Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management</p>
2	Work Ethos and Values
	<p>a) Work Ethos:</p> <ul style="list-style-type: none"> ● Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos <p>b) Values:</p> <ul style="list-style-type: none"> ● 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
3	Stress Management
	<p>a) Stress Management:</p> <ul style="list-style-type: none"> ● Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress <p>b) Stress Management Techniques:</p> <ul style="list-style-type: none"> ● Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance <p>c) Leadership:</p> <ul style="list-style-type: none"> ● Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta <p>d) Motivation:</p> <ul style="list-style-type: none"> ● Meaning, Indian Approach to Motivation, Techniques

SN	Modules/ Units
4	Indian Systems of Learning
	<p>a) Learning: Meaning, Mechanisms</p> <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

Course Outcome

Sr. No	Course Outcome
01	Helping learners to imbibe values and practices of Indian Ethos in Management.
02	Learners will be able to establish correlation between Traditional and Modern Management System
03	Learners will be able to discover a wide spectrum of Stress Management Techniques.
04	Understand and analyse the concept and importance of Learning System in India.
05	Allow students to have an essence of values and its importance in work culture.

**Programme at Semester VI
with effect from the Academic Year 2021-2022**

Core Course (CC)

Operations Research

Course Code : UMS6OPR

Modules at a Glance

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

Objectives

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

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

SN	Modules/ Units
2	Assignment and Transportation Models
	<p>a) Assignment Problem – Hungarian Method</p> <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. <p>Note:</p> <ol style="list-style-type: none"> 1. Travelling Salesman Assignment Problem is not included. <p>b) Transportation Problems</p> <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. ● <u>Initial Feasible Solution</u> (IFS) by: <ol style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) ● Maximum 5 x 5 Transportation Matrix. ● Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and Δ) ● <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS. <p>Note:</p> <ol 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.

SN	Modules/ Units
3	Network Analysis
	<p>a) Critical Path Method (CPM)</p> <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. ● 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.

	<ul style="list-style-type: none"> ● 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
4	Job Sequencing and Theory of Games
	<p>a) Job Sequencing Problem</p> <ul style="list-style-type: none"> ● Processing Maximum 9 Jobs through Two Machines only. ● Processing Maximum 6 Jobs through Three Machines only. ● Calculations of Idle Time, Elapsed Time etc. <p>b) Theory of Games</p> <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: <ul style="list-style-type: none"> ▪ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.

Course Outcome

Sr. No	Course Outcome
01	Understand the meaning, purpose and tools of Operations Research.
02	An ability to identify, formulate and solve complex problems by minimizing cost.
03	Learners will identify and express a decision problem and solve it graphically and by Simplex method.
04	To help the learners to recognize and formulate assignment and transportation problems, and how to reach optimal solution.
05	Identify parameters that will influence the optimal solution.

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2021-2022**

Reference Books

Reference Books
Investment Analysis & Portfolio Management
<ul style="list-style-type: none"> ● Kevin. S, <i>Security Analysis and Portfolio Management</i> ● Donald Fischer & Ronald Jordon, <i>Security Analysis & Portfolio Management</i> ● Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> ● Sudhindhra Bhatt, <i>Security Analysis and Portfolio Management.</i>
Commodity & Derivatives Market
<ul style="list-style-type: none"> ● John C. Hull & Basu -<i>Futures, options & other derivatives</i> ● Robert McDonald, <i>Derivatives market, Pearson education</i> ● John Hull, <i>Fundamentals of futures & options</i> ● Ankit Gala & Jitendra Gala, <i>Guide to Indian Commodity market, Buzzingstock publishing house</i> ● K.Sasidharan & Alex K. Mathews, <i>Option trading – bull market strategies, McGraw Hill publication</i> ● Niti Chatnani, <i>Commodity markets, McGraw Hill Publication</i> ● S. Kevin, <i>Commodities & financial derivatives, PHI learning Pvt ltd</i> ● Suni K Parmeswaran, <i>Futures & options, McGraw Hill</i>
Wealth Management
<ul style="list-style-type: none"> ● Harold Evensky, <i>Wealth Management, McGraw Hill Publication</i> ● NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> ● Harold Evensky, <i>The new wealth Management, CFA Institute Investment Series Publication</i>
Direct Taxes
<ul style="list-style-type: none"> ● <i>Income Tax Act- Bare act</i> ● Dr V K Singhania-<i>Direct Tax Law & Practice</i>
Services Marketing
<ul style="list-style-type: none"> ● Valarie A. Zeuhaml & Mary Jo Bitner, <i>Service Marketing, Tata McgrawHill, 6th Edition</i> ● Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition</i> ● Ramneek Kapoor, Justin Paul & Biplab Halder, <i>Services Marketing-Concepts And Practices, McgrawHill, 2011</i> ● Harsh V. Verma, <i>Services Marketing Text & Cases, Pearson Education, 2nd Edition</i> ● K. Ram Mohan Rao, <i>Services Marketing, Pearson Education, 2nd Edition, 2011</i> ● C. Bhattacharjee, <i>Service Sector Management, Jaico Publishing House, Mumbai, 2008</i> ● Govind Apte, <i>Services Marketing, Oxford Press, 2004</i>

E-Commerce & Digital Marketing

- *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 Manger's Guide, Pearson Education*
- *Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.*

Sales & Distribution Management

- *A. 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. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011*
- *Dr.Matin Khan, Sakes And Distribution Management, Excel Books, 1st Edition*
- *Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition*

Customer Relationship Management

- *Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.*
- *Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.*
- *Ed Peelen, Customer Relationship Management, Pearson Education*
- *Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.*
- *Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.*
- *Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.*
- *Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.*
- *Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.*

Finance for HR Professionals & Compensation Management

- *Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition*
- *Mick Marchington and Adrian Wilkinson, Human Resource Management at Work – People Management and Development- IIIrd Edition,*
- *Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers*
- *Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education*
- *Ashwathappa, Human Resource Management*
- *Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition, (Eastern Economy Edition)*
- *Milkovich, George T, Newman J.M, Compensation, Tata Mc Graw Hill.*
- *Henderson, R.O, Compensation Management, Pearson Edition .*

- *BD Singh, Compensation and Reward Management, Excel Books.*
- *Karen Permant, Joe Knight, Financial Intelligence for HR Professionals*
- *Sharma A.M, Understanding Wage system, Himalaya Publishing House, Mumbai.*

Strategic Human Resource Management & HR Policies

- *Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House*
- *Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)*
- *Strategic Human Resource Management, Tanuja Agarwal*
- *Strategic Human Resource Management, Jeffrey A. Mello*
- *Gary Dessler, Human Resource Management, PHI, New Delhi, 2003*
- *Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003*
- *Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008*

Performance Management & Career Planning

- *Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers*
- *Armstrong, Michael, Baron, Performance Management, Jaico Publishers*
- *Robert Bacal, Performance Management, McGraw-Hill Education, 2007*
- *T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.*
- *Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.*
- *A.S. Kohli, T.Deb, Performance Management, Oxford University Press.*
- *Herman Aguinis, Performance Management, Second edition, Pearson Education.*

Industrial Relations

- *Davar R S: Personnel Management and Industrial Relations in India*
- *Mamoria C B: Industrial Relations*
- *Charles Myeres: Industrial Relations in India*
- *Arun Monappa: Industrial Relations*
- *Sharma A M : Industrial Relations*
- *Ahuja K K : Industrial Relations Theory and Practice*
- *C.S. Vekata Ratnam : Globalisation and Labour-Management Relations*
- *Srivastava K D: Laws relating to Trade Unions and Unfair Labour Practice*
- *A.M.Sarma: A conceptual and legal frame work*
- *Farnham, David and John Pimlot, Understanding Industrial Relations, London: Cassell*
- *Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.*
- *C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2010.*
- *Srivastava, Industrial Relations and Labour Laws, Vikas, 6 th edition, 2012.*
- *P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation.*
- *Srivastava, S. C. :Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.*
- *Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.*

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

with effect from the Academic Year 2021-2022

Reference Books

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

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI
with effect from the Academic Year 2021-2022
Reference Books**

Reference Books
Innovative Financial Services
<ul style="list-style-type: none"> ● <i>IM Pandey, Financial Management, Vikas Publishing House Ltd.</i> ● <i>Khan M.Y., Financial Services, Mc Graw Hill Education.</i> ● <i>Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.</i> ● <i>Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House</i>
Project Management
<ul style="list-style-type: none"> ● <i>Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling</i> ● <i>Jack.R.Meredith & Samuel.J.Mantel, Jr.,Project Management – A Managerial Approach</i> ● <i>Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control</i>
Strategic Financial Management
<ul style="list-style-type: none"> ● <i>C. Paramasivan& T. Subramanian, Financial Management</i> ● <i>IM Pandey, Financial Management</i> ● <i>Ravi Kishor, Financial Management</i> ● <i>Khan & Jain, Financial Management</i> ● <i>Van Horne &Wachowiz, Fundamentals of Financial Management</i> ● <i>Prasanna Chandra, Strategic Financial Management</i>
Indirect Taxes
<ul style="list-style-type: none"> ● <i>GST Bare Act 2017</i> ● <i>GST Law & Practice - V.S Datey (6th Edition)</i> ● <i>GST Laws – National Academy of Customs, Indirect Tax</i>
Brand Management
<ul style="list-style-type: none"> ● <i>Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> ● <i>Keller Kevin Lane, Strategic Brand Management-2008</i> ● <i>Elliot, Richard, Strategic Brand Management-2008</i> ● <i>Kapferer, Jean-Noel, Strategic Brand Management-2000</i> ● <i>Kishen, Ram, Strategic Brand Management- 2013</i> ● <i>Keller Kevin Lane, Strategic Brand Management 4e-2015</i>
Retail Management

- 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.

International Marketing

- Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011
- Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .
- RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007.
- Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition
- Francis Cherunilam, International Business, PHI Learning Private Limited New Delhi, Fifth Edition .
- Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.
- Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition
- Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition
- Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition
- Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007
- Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication , Fifth Edition

Media Planning & Management

- Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010
- Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.
- Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition
- Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited,
- Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications
- Charles Warner and Joseph Buchman, Media selling ,Surjeet Publication,3rd edition

HRM in Global Perspective

- *Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning*
- *P. L. Rao: International Human Resource Management, Text and Cases, Excel Books*
- *Peer J. Dowling, Denise E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.*
- *Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press*
- *A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College*
- *Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.*
- *Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press*
- *S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers*

Organisational Development

- *Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House*
- *French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.*
- *Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990*
- *Cummings, T. G. & Worley, C. G. (2009). Organization Development and Change (9th edition). Canada: South-Western Cengage Learning*
- *Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.*
- *Cummings, T. G., Theory of Organization Development and Change, South Western.*
- *Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.*
- *Richard L, Organisation, Theory, Change and Design , India Edition (Cengage Learning)*
- *Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson*
- *Wendell L French, Cecil H Bell, Jr, Veena Vohra , Organisation Development , Sixth Edition, Pearson Education*

HRM in Service Sector Management

- *C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House*
- *Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson*
- *Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia*
- *James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill*
- *Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill*
- *Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition*
- *K. Rao: Services Marketing, Pearson Education*
- *Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing*

Reference Books

Indian Ethos in Management

- *R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill*
- *Bhatta, S.K., Business Ethics & Managerial Values.*
- *Dave, Nalini V: Vedanta and Mana*
- *Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998*
- *Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987*
- *Chakraborty, S.K.: Management by Values, Oxford University Press 1991.*
- *Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010*
- *Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009*
- *Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009*
- *Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009*
- *S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008*

Operation Research

- *Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India*
- *Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons*
- *Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons*
- *Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company*
- *Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series*
- *Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.*
- *Shreenath L.S, Principles & Application 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd.*
- *Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India*
- *Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition*
- *Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education*
- *G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd*
- *L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.*
- *Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.*
- *Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai*

**Revised Syllabus of Courses of Bachelor of Management Studies Programme
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with effect from the Academic Year 2021-2022**

Scheme of Evaluation

❖ **Scheme of Examination**

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

A) Internal Assessment: 40 % 40 Marks
(For Courses without Practical)

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	One case study/ project with presentation based on curriculum to be assessed by the teacher concerned	15 Marks
	Presentation	10 Marks
	Written Document	05 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

(For Courses with Practical)

Sr. No.	Particular	Marks
01	Practical Examination	20 Marks
	Journal	05 Marks
	Viva Voce	05 Marks
	Laboratory Work	10 Marks
02	One case study /project with presentation to be assessed by teacher concerned (15 Marks)	
	Presentation	10 Marks
	Written Document	05 Marks
03	Active participation in routine class instructional deliveries and Overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Periodical Class Test for the Courses at Under Graduate Programmes)

Maximum Marks: 20

Questions to be set: 02

Duration: 40 Minutes

All Questions are Compulsory

Question No	Particular	Marks
Q-1	Match the Column / Fill in the Blanks / Multiple Choice Questions/ Answer in One or Two Lines (Concept based Questions) (1 Marks / 2 Marks each)	10 Marks
Q-2	Answer in Brief (Attempt any Two of the Three) (5 Marks each)	10 Marks

B) Semester End Examination: 60 %

60 Marks

- Duration: The examination shall be of 2 hours duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be four questions each of 15 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

❖ Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 24 Out of 60) separately, to pass the course and minimum of Grade D, wherever applicable, to pass a particular semester. A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Guidelines and Evaluation Pattern for Project Work (100 Marks)

Introduction

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

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

Guidelines for preparation of Project Work

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

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

Format

1st page (Main Page)

Title of the problem of the Project

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

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main page)

On separate page

Index

Chapter No. 1	Title of the Chapter	Page No.
---------------	----------------------	----------

(sub point 1.1, 1.1.1, And so on)

Chapter No. 2	Title of the Chapter
---------------	----------------------

Chapter No. 3	Title of the Chapter
---------------	----------------------

Chapter No. 4	Title of the Chapter
---------------	----------------------

Chapter No. 5	Title of the Chapter
---------------	----------------------

List of tables, if any, with page numbers.

List of Graphs, if any, with page numbers.

List of Appendix, if any, with page numbers.

Abbreviations used:

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

(Model Structure of the Project Work)

- **Chapter No. 1: Introduction**

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

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

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

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

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

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

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

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

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

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

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

On separate page

Name and address of the college

Certificate

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

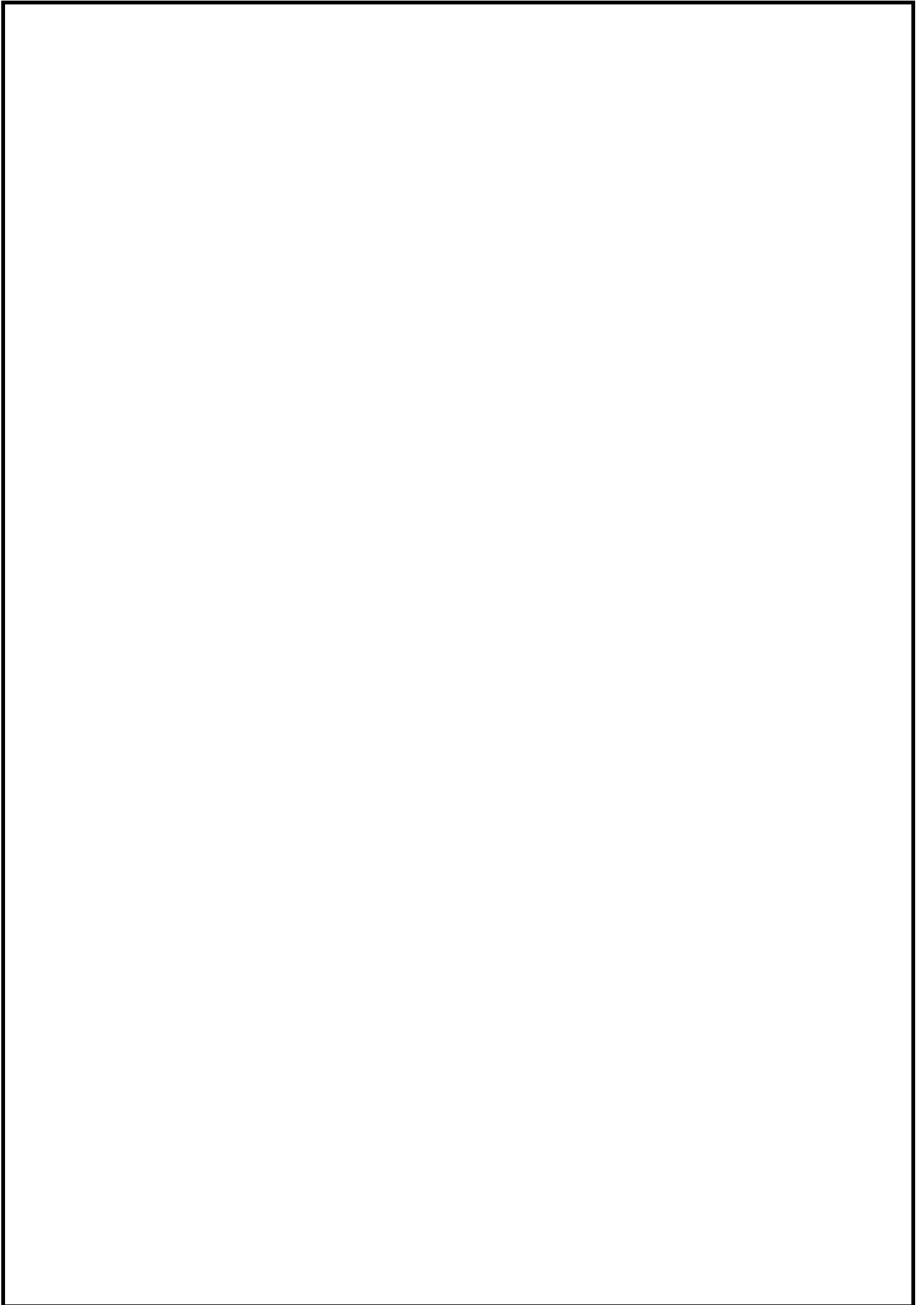
I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

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



Name and Signature of
Guiding Teacher

Date of submission:



On separate page

Acknowledgment

(Model structure of the acknowledgement)

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

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

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

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

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

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

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

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

2. Guidelines for Internship based project work

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

- The Project Report shall be bounded.
- The project report should be of minimum 50 pages

Evaluation pattern of the project work

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

Note:

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

Passing Standard

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

Note: 1) It is noted that the concerned regulation of the university is amended and implemented to all Semesters i.e. Semester I to Semester

VI to all undergraduate programmes, simultaneously, under faculty of Arts, Commerce and Science with effect from the academic year 2020-2021

2) This scheme of evaluation is discussed in detail, finalised and accepted.

