



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

S.Y.BMS, Management Studies Syllabus

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
UMS3PE3	Foundation Course in Physical Education- III	UMS4PE4	Foundation Course in Physical Education- IV

S.Y.BMS, Management Studies Syllabus

*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
UMS3EDM	Equity and Debt Market	UMS4FIM	Financial Institutions and Markets
UMS3ICA	Introduction to Cost Accounting	UMS4AUD	Auditing
Group B: Marketing Electives (Any Two Courses)			
UMS3COB	Consumer Behaviour	UMS4IMC	Integrated Marketing Communication
UMS3ADV	Advertising	UMS4RUM	Rural Marketing
UMS3PIM	Product Innovations Management	UMS4EVM	Event Marketing
UMS3MSM	Social Marketing	UMS4TUM	Tourism 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
UMS3ERW	Employees Relations and Welfare	UMS4HIS	Human Resource Planning & Information System
UMS3OBH	Organisation Behaviour and HRM	UMS4C&N	Conflict and Negotiation

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	06
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Courses (AECC)</i>	
UMS3IT1	Information Technology in Business Management - I	03
2B	<i>*Skill Enhancement Courses (SEC)</i>	
	Any one course from the following list of the courses	02
3	<i>Core Courses (CC)</i>	
UMS3BPM	Business Planning & Entrepreneurial Management	03
UMS3AMD	Accounting for Managerial Decisions	03
UMS3SMG	Strategic Management	03
Total Credits		20

<i>*List of Skill Enhancement Courses (SEC) for Semester III (Any One)</i>	
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
UMS3EDM	Equity and Debt Market
UMS3ICA	Introduction to Cost Accounting
<i>Group B:Marketing Electives (Any Two Courses)</i>	
UMS3COB	Consumer Behaviour
UMS3ADV	Advertising
UMS3PIM	Product Innovations Management
UMS3MSM	Social Marketing
<i>Group C: Human Resource Electives(Any Two Courses)</i>	
UMS3R&S	Recruitment & Selection
UMS3M&L	Motivation and Leadership
UMS3ERW	Employees Relations and Welfare
UMS3OBH	Organisation Behaviour and HRM

**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

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 Cleland). • 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	Introduction to Advertising
	<ul 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	Strategy and Planning Process in Advertising
	<ul 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	Creativity in Advertising
	<ul 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, Importance and relevance of Recruitment. • Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis • Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. • Source or Type of 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, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). • Technique of Recruitment-Traditional Vs Modern Recruitment • Evaluation of Recruitment-Outsourcing Programme
2	Selection
	<ul style="list-style-type: none"> • Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). • Screening-Pre and Post Criteria for Selection, Steps of Selection • Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. • Selection Hurdles and Ways to Overcome Them
3	Induction
	<ul style="list-style-type: none"> • Induction-Concept, Types-Formal /Informal, Advantages of Induction , How to make Induction Effective • Orientation & On boarding-Programme and Types, Process. • Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics • Current trends in Recruitment and Selection Strategies– with respect to Service, Finance, I.T., Law And Media Industry
4	Soft Skills
	<ul style="list-style-type: none"> • Preparing Bio-data and C.V. • Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele Conferencing Skills, • Presentation and Negotiation Skills, Aesthetic Skills, • Etiquettes-Different Types and Quitting Techniques. • Exit Interview-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
3	To understand basic concepts of Email, Internet and websites, domains and

S.Y.BMS, Management Studies Syllabus

	security therein
4	To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features

Sr. No.	Modules / Units
1	Introduction to IT Support in Management
	<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	Office Automation using MS Office
	<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 grand totals, pivot table/chart, goal seek/solver,

S.Y.BMS, Management Studies Syllabus

	<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	<p>Introduction to Google Forms</p> <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	<p>Email, Internet and its Applications</p> <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) Models based on revenue models, Electronics Funds Transfer, Electronic Data

S.Y.BMS, Management Studies Syllabus

	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

with Effect from the Academic Year 2020- 2021

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 and 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 Values, Types of Values, Human Values & Social Responsibilities, Indian Value System-the concept and its features, Eleven Vows.</p> <p>Unit II: Women Empowerment Concept of empowerment , Causes behind gender related problems, Meaning of women empowerment, Policy legislation and schemes for women empowerment in India.</p>
2	Disaster preparedness & Disaster management
	<p>Unit I: Basics of Disaster Preparedness. Disaster-its meaning and types. (Local disasters- possible Panvel district disaster and its vicinity), Concept of Vulnerability and Risks, Disasters Preparedness-its meaning and methods, Helpline Numbers, First Aids techniques, Breathing techniques (Rescue methods-CPR), Various types of knots and stretchers.</p> <p>Unit II: Disaster Resilient Community Disaster Management-concept, Disaster cycle, evacuation procedure and mock drills, Role of Technology in Disaster Response, Role of volunteer as First response, Disaster Management cells at different levels and its functioning (Local to National), Sendai Convention.</p>
3	Health, hygiene & Diseases
	<p>Unit I: Meaning of Health and Hygiene. Indicators (Physical & Mental) - Types of Health, Role of Health in Development, Public Health System in India(include different schemes NHM, JSSY, AYUSH, Health insurance), Maintenance of Hygiene, Sanitation programmes in India (Local to National).</p> <p>Unit II: Diseases and Disorders- preventive campaigning Diseases and Disorders, Communicable and Non-Communicable Diseases, Preventive campaigning in Malaria, Tuberculosis, Dengue, Cancer, HIV/AIDS, Diabetes.</p>
4	Environment & Energy conservation
	<p>Unit I: Environment and Environmental Enrichment Programme. Environment-Meaning and Features, Contemporary environmental issues in India, MDGs and SDGs, Sustainability in Environment with respect to water conservation, Bandhara, CCT (Continuous Contour trench), Rain Water Harvesting.</p> <p>Unit II: Energy and energy Conservation programme. Energy- Meaning and types, Non-conventional energy and 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

S.Y.BMS, Management Studies Syllabus

	<ul style="list-style-type: none"> • Conflict Motives- Resolution
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.

S.Y.BMS, Management Studies Syllabus

4	Venture Development
	<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.

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: • 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 interpreted 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) • Strategic Intent-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,Functionalleve.
4	Strategic Evaluation&Control
	<p>Strategic Evaluation&Control– Meaning, StepsofEvaluation & Techniques of Control Synergy:Concept ,Types , evaluation of Synergy.Synergyas a Component of Strategy&its Relevance. 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- 2020-2021)

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

<i>**List of Skill Enhancement Courses (SEC) for Semester IV (Any One)</i>	
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
UMS4FIM	Financial Institutions and Markets
UMS4AUD	Auditing
Group B: Marketing Electives (Any Two Courses)	
UMS4IMC	Integrated Marketing Communication
UMS4RUM	Rural Marketing
UMS4EVM	Event Marketing
UMS4TUM	Tourism Marketing
Group C: Human Resource Electives(Any Two Courses)	
UMS4CHM	Change Management
UMS4T&D	Training & Development in HRM
UMS4HIS	Human Resource Planning & Information System
UMS4C&N	Conflict and Negotiation

**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.

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: <ol 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; • 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 perceptiveness of major functional area of MIS
2	To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in 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

S.Y.BMS, Management Studies Syllabus

	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 CRM and workflow Automation • Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture

S.Y.BMS, Management Studies Syllabus

	<ul style="list-style-type: none"> • 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 • BPO Business Model Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO • BPO to KPO

S.Y.BMS, Management Studies Syllabus

	<p>Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario</p> <ul style="list-style-type: none">• 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
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

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

Course 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 and Schemes	10
2	Cottage Industries in India	10
3	Rural Resources mobilization and Ideal village	13
4	Voluntary Organisations and Non-Govt.Organisations in Maharashtra	12
Total		45

S.Y.BMS, Management Studies Syllabus

Sr. No.	Modules / Units
1	Entrepreneurship Development and Schemes
	<p>Unit I: Entrepreneurship Development Entrepreneurship development-its meaning, Attributes of Entrepreneur, Women Entrepreneur in India (Case Studies)</p> <p>Unit II: Government and Self-Employment Schemes for entrepreneurship development Skill India, Start-up India, Digital India, Make in India, NITI Aayog</p>
2	Cottage Industries in India
	<p>Unit I: Cottage Industries- Its origin Pre-Independent & Post-Independence Scenario, Marketing of Cottage products and outlets.</p> <p>Unit II: Government Policies to encourage cottage industries Hurdles in the development of cottage industries.</p>
3	Rural Resources mobilization and Ideal village
	<p>Unit I: Resources Mobilization- Meaning Resource Native Estimation, Case Study of Eco-Village, Eco-Tourism, Agro-Tourism.</p> <p>Unit II: Concept of 'Ideal Village' Gandhian concept of 'Ideal village', Case studies of Ideal village-Ralegansiddhi, Hiware Bazaar, Mendhalekha.</p>
4	Voluntary Organisations and Non-Govt.Organisations in Maharashtra
	<p>Unit I: Environment and Environmental Enrichment Programme. Search, Anandwan, Mukangan</p> <p>Unit II: Shantivan, Halo Medical Foundation (HMF), Yusuf Meher Ali Centre.</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 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;">OR</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 • Objectivity, Confidentiality and anonymity in Research • Plagiarism

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.

Reference Books

Reference Books

Basics of Financial Services

1. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company
2. Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co
3. A. Avadhani , Marketing of Financial Services-
4. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi.
5. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
6. Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi.

Strategic Cost Management

1. Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi.
2. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.
3. Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois.
4. Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi
5. Dr. Girish Jakhotiya-Strategic Financial Management
6. Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
7. Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordon – Budgeting, Profit and Control, Prentice Hall, Del
8. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

Equity and Debt Market

1. Allen, Larry (1975-2000). The Global Financial System.
2. Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
3. Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern perspective: TMIT
4. LMBhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
5. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH

Corporate Finance

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and

S.Y.BMS, Management Studies Syllabus

Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.

3. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH
4. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
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

Consumer Behaviour

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour– Buying, Having, and Being. (8th ed.) New Delhi: Pearson .
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour– Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
5. Loudan, David Land Bitta, A.J. Della Consumer Behaviour
6. Kotler, P. & Keller, K.L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
7. Nair, Suja R- Consumer Behaviour in Indian Perspective

Advertising

1. Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective" Tata McGraw Hill 2010
2. Mohan, Manendra "Advertising Management Concept and Cases", Tata McGraw Hill 2008
3. Kleppner, Russell J.; Thomac, Lane W, "Advertising Procedure", Prentice Hall 1999
4. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir "Advertising planning and Implementation", Prentice Hall of India 2006
6. Clow, Kenneth E and Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
7. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill Pub 2006

Recruitment & Selection

1. Dipak Kumar Bhattacharya-Human Resource Management
2. Arun Monappa-Managing Human Resource .
3. C.B. Memoria-Personnel Management-
4. Armstrong, Michael & Baron Angela. (2005). *Handbook of Strategic HRM* (1st ed.). New Delhi: Jaico Publishing House.
5. Mello, Jeffrey A. (2007). *Strategic Human Resource Management* (2nd ed.). India: Thomson South Western.

Motivation & Leadership

1. Stephen P. Robbins, Timothy A. Judge (Author)-Organizational behaviour (15th Edition), Prentice Hall Publication.
2. Niraj Kumar-Organisational Behaviour: A New Look (Concept, Theory & Cases), Himalaya Publishing House
3. Strategic Leadership – Sahu & Bharati – Excel Books
4. Peter I. Dowling & Denise E. (2006). International HRM (1st ed.). New Delhi. Excel Books.
5. French Wendell, Bell Cecil and Vohra Veena. (2004). Organization Development, Behavioral Science Interventions for Organization Improvement. (6th ed.)

Information Technology in Business Management-I

1. Information Technology for Management, 6TH ED (With CD)
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13, Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan
(E-Book :
<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
5. Electronic Commerce - Technologies & Applications.
Bharat, Bhaskar
<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>

Foundation Course –III- Environmental Management

1. Environment Management , N.K. Uberoi , Excel Books, Delhi
2. Environmental Management - Text & Cases, Bala Krishnamoorthy, Prentice Hall of India
3. Environmental Management- National and global Perspectives, Swapan C. Deb , JAICO
4. Environmental Management , Dr. Anand S. Bal , Himalaya Publishing House
5. Environmental Priorities in India , Khoshoo , Environmental Society (N.Delhi)

Business Planning & Entrepreneurial Management

1. Dynamics of Entrepreneurial Development Management-Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development-S.S. Khanna
3. Entrepreneurship & Small Business Management-CL Bansal, Haranand Publication
4. Entrepreneurial Development in India-Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship-Human Diagno

Accounting for Managerial Decisions

1. Srivastava R M, *Essentials of Business Finance*, Himalaya Publications
2. Anthony R N and Reece J S. *Accounting Principles*, Houghton Mifflin, Richard D. Irvin
3. Bhattacharya SK and Dearden J. -*Accounting for Management. Text and Cases*, New Delhi.
4. Hingorani N and Ramamathan AR-*Management Accounting*, New Delhi
5. Ravi M. Kishore, *Advanced management Accounting*, Taxmann, New Delhi
6. Maheshwari SN-*Management and Cost Accounting*, Sultan Chand, New Delhi
7. Gupta, SP-*Management Accounting*, Sahitya Bhawan, Agra.

Strategic Management

1. Kazmi Azhar, *Business Policy & Strategic Management*, Tata McGraw Hill.
2. P.K. Ghosh : *Business Policy, Strategy, Planning and Management*
3. Christensen, Andrews Dower: *Business Policy-Text and Cases*
4. William F. Gkycj : *Business Policy- Strategy Formation and Management Action*
5. Bonge and Colonan : *Concept of Corporate Strategy*.

Reference Books

Reference Books

Strategic Cost Management

9. Dr. GirishJakhotiya-Strategic Financial Management
10. Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
11. Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del
12. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

Corporate Restructuring

1. Ramanujam : Mergers et al, LexisNexis ButterworthsWadhwa Nagpur
2. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH
3. Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi
4. Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi

Integrated Marketing Communication

1. Belch, Michael, Belch,George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
2. Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”,Pearson Edu 2014
3. Duncan,Tom,“Principles of Advertising and IMC”,TataMcgraw Hill Pub 2006
4. Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”,TataMcgraw Hill 2014
5. Shimp,Terence, “Advertising and promotion :An IMC Approach”,CengageLearning 2007
6. Dutta,Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
7. Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”,ICFAI University Press,2008

Rural Marketing

1. Badi&Badi :Rural Marketing
2. Mamoria, C.B.&BadriVishal :Agricultureproblems inIndia
3. Arora, R.C. :Integrated Rural Development
4. Rajgopal :Managing Rural Business
5. Gopaldaswamy, T.P. :Rural Marketing

Training & Development in HRM

1. Brinkerhoff, Robert,.AchievingResultsfrom TrainingHowto evaluateHRDto Strengthen programsand Increaseimpact.1987,Josseybass,San Francisco.
2. Craig, RobertL. Trainingand Development Handbook., 3rd ed. 1987. McGraw Hill, New York
3. EmployeeTrainingAndDevelopment-RaymondNoe
4. EveryTrainers Handbook-DevendraAgochia
5. 360 DegreeFeedback, CompetencyMappingAndAssessment Centre-RadhaSharma
6. Training AndDevelopment-S.K. Bhatia.

Change Management

1. Organisational Development byFrench andBell
2. An experiential approachto O.D. byHarveyandBrown
3. Consultants and ConsultingStyles byDharaniSinha P.
4. KavitaSingh-Organization change
5. S.K. Bhatia-OrganisationalChange-
6. K.Ashwathapa-Management &OB, HRM.
7. RadhaSharma-Training &Development.

Information Technology in Business Management-II

1. Information Technology for Management, 6TH ED (With CD)
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan
5. (E-Book :
<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
6. Electronic Commerce - Technologies & Applications.
Bharat, Bhaskar
7. <https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>

Foundation Course –IV- Ethics & Governance

1. Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition
2. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition
4. Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
5. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
6. S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
7. Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

S.Y.BMS, Management Studies Syllabus

Business Research Methods

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research-Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
3. Research methodology in Social sciences, O.R. Krishnaswamy, Himalaya Publication
4. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
5. Marketing research and applied orientation, Naresh K Malhotra, Pearson
6. Statistics for management, Levin and Reuben, Prentice Hall.
7. Research Methods for Management: S Shajahan, Jaico Publishing

Production & Total Quality Management

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K. Shridhar Bhatt; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
7. John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
8. David J. Sumanth, "Total Productivity Management (TPM): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press

Business Economics - II

1. Principles of Macro Economics, by Case & Fair, Pearson Publication
2. Principles of Macro Economics, by Gregory Mankiw
3. A 100 Small Steps, by Raghuram Rajan
4. Essentials of Business Economics, D.N. Dwivedi, Pearson 2010
5. Business Economics, H L Ahuja, Mc Graw Hill, 2001
6. Business Economics, Shiv Kumar Agarwal, Pooja Law, 1996
7. Managerial Economics, Pandya, Pearson, 1994

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

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.