



**Rayat Shikshan Sanstha's
KARMAVEER BHURAO PATIL COLLEGE, VASHI.
NAVI MUMBAI
(AUTONOMOUS COLLEGE)**

Sector-15-A, Vashi, Navi Mumbai-400703

Syllabus for T.Y.B.M.S Program:

Bachelor of Management Studies

Course: T.Y.B.M.S.

**(Choice Based Credit, Grading and Semester
System with effect from the academic year 2023-2024)**

Preamble of the Syllabus:

In this era of dynamic and rapidly changing global business environment, it is essential to develop competent managerial talent for making resources productive and achieving high levels of competitiveness in organizations. The Programme aims at developing students with effective human, technical and conceptual skills, along with comprehensive knowledge of the core functional areas of management like finance, marketing, human resource management etc. This Programme frontiers of knowledge & standards of achievement to develop students as committed, responsible, ethical and active managers, honing their latent skills, spark their curiosity, developing leadership qualities and the ability to influence and change their organization and society as a whole in a positive, significant and whole some manner, thereby enabling them to reach their zenith of potentials.

PROGRAMME OUTCOMES OF UNDER GRADUATE PROGRAMME

Commerce graduate will able to:

- **1 Disciplinary Knowledge:** Built conceptual foundation and application skills in the area of accountancy, finance, management, research Marketing, Human Resource Management, Business and Corporate Law, economics, Finance, Accounting, Management, Tax, Investment, Insurance, and Banking seeking youth fit for Employment.
- **2Communication Skills:** Communicate Long Standing Unsolved problems in commerce; and to show the importance of commerce in Socio- Economic Development.
- **3 Critical Thinking:** Apply analytical and decision-making skills to various problems appearing in different branches of Commerce and Business.
- **4 Problem Solving:** Detect the problem originating in the diverse management areas such as Finance, Marketing, Human Resource, and Taxation; examine the problem, analyze and synthesize data and derive inferences to comprehend solutions to the problems.
- **5Research related Skills:** Identify, formulate and analyze socio-economic and environmental problems to arrive at substantiated conclusions for sustainable development using the fundamental principles of various branches of Commerce and Business.
- **6 DigitalZ literacy:** Use various technical ICT tools for exploring, analyzing and using the information for business purposes for global competency.
- **7Analytical reasoning:** Develop disciplinary knowledge and tactical depth-ness, with a broader skill set and encourage them to seek out resolute, innovative solutions for dynamic business.
- **8Moral & Ethical Awareness:** Ascertain Unethical Behaviour, falsification, and manipulation of information in business and managing self and various social systems.
- **9Lifelong Learning:** Demonstrate knowledge and understanding of management principles and apply these to one's own profession / career. Capability to work independently in diverse projects and ensure detailed study of various facets Commerce and Business.
- **10Leadership & Teamwork:** Work effectively with groups and individuals and take lead in implementation of plans in various fields of commerce and its allied sectors.
- **11Environment and Sustainability:** Understand the impact of the professional accounting solutions in societal and environmental contexts, and demonstrate the knowledge of and need for sustainable development

Bachelor of Management Studies (BMS)
Programme
(Choice Based Credit, Grading and Semester system)

Objectives of the Course:

- Provide in depth knowledge of different managerial functions.
- Develop competent human resources for fulfilling the requirements of the Industry.
- Develop future managers by honing their latent skills and encouraging their ethical and positive approach towards society.

Course Outcome: By the end of the course, a student should be able to:

- Apply their knowledge and skills of management and technology in the planning, and supervision of works in related organizations.
- Solve problems critically, logically, creatively and analytically based on sound facts and ideas.
- Communicate effectively across a range of contexts and audiences.

SYBMS

(To be implemented from Academic Year-2022-2023)

Course Type	Course Code	Course Title	Weekly Lecture (Hrs.)	Credits	CE	TE	Total
		Elective Finance					
EC	UGBMS301F	Basics of Financial Service	4	3	40	60	100
EC	UGBMS302F	Corporate Finance	4	3	40	60	100
		Elective Marketing					
EC	UGBMS301M	Consumer Behavior	4	3	40	60	100
EC	UGBMS302M	Advertising	4	3	40	60	100
		Elective HR					
EC	UGBMS301H	Recruitment & Selection	4	3	40	60	100
EC	UGBMS302H	Motivation Leadership	4	3	40	60	100
AEC	UGBMS303	IT in Business Management –I	4	3	40	60	100
VEC	UGBMS304	Foundation Course (Environmental Management)–III	3	2	40	60	100
Core	UGBMS305	Business Planning & Entrepreneurial Management	4	3	40	60	100
Core	UGBMS306	Strategic Management	4	3	40	60	100
Core	UGBMS307	Accounting for Managerial decision	4	3	40	60	100
Total			27	20	280	420	700
		Elective Finance					
EC	UGBMS401F	Auditing	4	3	40	60	100
EC	UGBMS402F	Strategic Cost Management	4	3	40	60	100
		Elective Marketing					

EC	UGBMS401M	Integrated Marketing Communication	4	3	40	60	100
EC	UGBMS402M	Rural Marketing	4	3	40	60	100
		Elective HR					
EC	UGBMS401H	HRP & IS	4	3	40	60	100

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EC	UGBMS402H	Training & Development in HRM	4	3	40	60	100
AEC	UGBMS403	IT in Business Management –II	4	3	40	60	100
VEC	UGBMS404	Foundation Course (Ethics & Governance)–IV	3	2	40	60	100
Core	UGBMS405	Business Economics-II	4	3	40	60	100
Core	UGBMS406	Business Research Methods	4	3	40	60	100
Core	UGBMS407	Production & Total Quality Management	4	3	40	60	100
Total			27	20	280	420	700

CO1	1	-	-	-	-	-	-	2	-	-	-	1	-	-	-
CO2	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-
CO3	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	2	-	-	1	-	-	-	-	1	-	1	-
CO5	-	-	-	-	-	1	-	-	2	-	-	-	1	-	-
CO6	-	-	1	-	-	-	-	-	-	-	1	-	-	-	1

Unit No.	Syllabus
	Financial System 14(12+2)
I	An overview of Financial System Financial Markets-Structure of Financial Market (Organised and Unorganized Market) Components of Financial System 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).
	Commercial Banks, RBI And Development Banks 16(13+3)
II	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 Needed Emergence of Development Financial Institutions in India Function Development Banks.
	Insurance 15(12+3)
III	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
	Mutual Funds 15(13+2)
IV	Concept of Mutual Funds ,Growth of Mutual Funds India, Features and Importance of Mutual Fund . Mutual Fund Schemes , Money Market Mutual IFunds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning Of Mutual Funds In India.

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023**

Elective Courses (EC) Group

A.Finance Electives

UGBMS302F. Corporate Finance

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction	15(14+1)
2	Capital Structure and Leverage	15(14+1)
3	Time Value of Money	15(13+2)
4	Mobilization of Funds	15(13+2)
Total		60

Course Outcomes

- 1.State the relative advantages of each sources of finance.[1]*
- 2.Understand the range of real-life financial situation using the concepts, framework and theories thought the course.[2]*
- 3.Analyse the concept, role and impact of investment policy, capital structure and dividend policy.[3]*
4. To examine the different source of corporate finance like equity, debt, and retained earnings.[4]*
5. Assess the number of decision problem capital structure decision, cost of capital, leverage and capital budgeting [5]*
6. Prepare capital structure and dividend policy (6)*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	-	-	-	-	1	-	-	-	-	-	1	-	-
CO2	-	1	-	-	-	-	-	-	1	-	-	-	-	-
CO3	-	-	2	-	-	-	-	1	-	-	-	-	1	-
CO4	-	-	-	1	-	-	-	-	-	2	-	-	-	-
CO5	-	-	-	-	1	-	-	-	-	-	1	-	-	1
CO6	-	-	-	-	-	-	1	-	-	-	-	-	-	-

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023**

Elective Courses (EC)
Group B. Marketing Electives

UGBMS301M. Consumer Behaviour

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction To Consumer Behaviour	14(13+1)
2	Individual-Determinants of Consumer Behaviour	16(14+2)
3	Environmental Determinants of Consumer Behaviour	15(13+2)
4	Consumer decision making models and New Trends	15(13+2)
Total		60

Course Outcomes

- 1.State the Features and Importance of Consumer Behaviour. (1)
- 2.Describe the Profiling the consumer and understanding their needs. (2)
- 3.Apply Application of Consumer Behaviour knowledge in Marketing (3)
- 4.Determine the Consumer Decision Making Process (4)
5. Assess the factors affecting each stage and Need recognition.(5)
6. Assess the Factors affecting the need of the family, family life cycle stage and size. (6)

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	1	-	-	-	-	1	-	-	-	-	-	-
CO2	1	-	-	-	-	-	-	-	2	-	-	1	-	-
CO3	--	1	-	-	-	-	-	-	-	1	-	-	-	1
CO4	-	-	-	1	-	-	1	-	-	-	-	-	1	-
CO5	-	-	-	-	1	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	2	-	-	-	-	1	-	-	-

Unit No.	Syllabus
	Introduction To Consumer Behaviour 14(13+1)
I	Consumer Behaviour- Meaning, Features and Importance Types of Consumer (Institutional & Retail), Diversity of consumers and their behavior – 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.
	Individual-Determinants Of Consumer Behaviour 16(14+2)
II	Consumer Needs & Motivation (Theories -Maslow, McClelland). Personality–Concept, Nature of personality , Freudian, non-Freudian and Trait theories, Personality Traits and its 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
	Environmental Determinants of Consumer Behaviour 15(13+2)
III	Family Influences on Buyer Behaviour , Roles of different members, needs perceived and evaluation rules. Factors Affecting The Need Of The Family, family life cycle stages 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.
	Consumer decision making models and New Trends 15(13+2)
IV	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 behavior The E- buyer vis-av is the Brick and Mortar buyer, Influences on E-buying

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023**

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

UGBMS302M. Advertising

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction to Advertising	15(14+1)
2	Strategy and Planning Process in Advertising	15(14+1)
3	Creativity in Advertising	15(13+2)
4	Budget, Evaluation, Current trends and careers in Advertising	15(13+2)
Total		60

Course Outcomes

- 1.State the Advertising Planning process. (1)*
- 2.Explain the Role of Advertising in PLC (2)*
- 3.Determine the Element of Promotion (3)*
- 4.Classify the types of Advertising. (4)*
- 5.Assess the Selection criteria for Advertising Agencies (5)*
- 6.Prepare Creative strategy and media strategy (6)*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	-	1	-	-	-	-	1	-	-	-	2	-	-
CO2	-	-	-	-	2	-	-	-	1	-	-	-	-	1
CO3	-	-	-	-	-	-	1	-	-	-	-	-	-	-
CO4	-	-	-	1	-	-	-	-	-	-	-	-	2	-
CO5	-	-	-	-	-	1	-	-	-	1	-	-	-	-
CO6	-	2	-	-	-	-	-	-	-	-	1	-	-	-

UnitNo.	Syllabus
	Introduction to Advertising 15(14+1)
I	<p>Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</p> <p>Types of Advertising –consumer advertising, industrial advertising, institutional advertising,classified advertising, national advertising,generic advertising</p> <p>Theories of Advertising: StimulusTheory,AIDA, Hierarchy Effects Model, Means–End Theory,Visual Verbal Imaging, Cognitive Dissonance</p> <p>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</p> <p>Social, cultural and Economic Impact of Advertising, the impact of hudson Kids,Women.</p>
	Strategy and Planning Process in Advertising 15(14+1)
II	<p>Advertising Planning process & Strategy: Introduction to Marketing Plan, Advertising Plan- Background,situation 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</p> <p>Role of Advertising in Marketing Mix :Product planning, product brand policy ,price, packaging ,distribution, Elements of Promotion, Role of Advertising in PLC</p> <p>Advertising Agencies– Functions– structure– types- Selection criteria for Advertising agency– Maintaining Agency– client relationship, Agency Compensation.</p>
	Creativity in Advertising 15(13+2)
III	<p>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 source Indian ads–execution styles of presenting ads.</p> <p>Role of different elements of ads–logo, company signature, slogan, tagline, jingle, illustrations, etc– Creating the TV commercial – Visual Techniques, Writing script, developing story board ,other elements(Optical , Sound track, Music)</p> <p>Creating Radio Commercial– words,sound,music–scriptwriting the commercial–clarity ,coherence, pleasantness, believability, interest, distinctiveness</p> <p>Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature,closing idea,Principles of Copywriting for print,OOH, essentials goodcopy, Types of Copy, Copy Research</p>
	Budget, Evaluation, Current Trends And Careers In Advertising 15(13+2)
IV	<p>Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</p> <p>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</p> <p>CurrentTrends 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.</p>

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023**

Elective Courses(EC)

GroupC. Human Resource Electives

UGBMS301H. Recruitment & Selection

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Recruitment	18(16+2)
2	Selection	15(13+2)
3	Induction	15(14+1)
4	SoftSkills	12(10+2)
Total		60

Course Outcomes

1. Define Recruitment & Selection. [1]*
2. Understand the internal and external sources of recruitment. [2]*
3. Collect information on job description and job specification of different job positions. [3]*
4. Analyze, integrate and assess the core staffing activities of different industries. [4]*
5. Distinguish between traditional & modern techniques of recruitment. [5]*
6. Prepare own curriculum vitae. [6]*

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	1	-	-	-	-	2	-	-	-	-	1	-
CO2	1	-	-	1	-	-	-	-	-	-	1	-	-	-
CO3	-	1	-	-	-	-	-	-	1	-	-	-	-	1
CO4	-	-	-	-	2	-	-	-	-	1	-	-	-	-
CO5	-	-	-	-	-	1	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	1	-	-	-	-	1	-	-

UnitNo.	Syllabus
	<p align="center">Recruitment 18(16+2)</p>
I	<p>Concepts of Recruitment Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment.</p> <p>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.</p> <p>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 Candidat ePaid Recruiters).</p> <p>Technique of Recruitment-Traditional Vs Modern Recruitment</p> <p>Evaluation of Recruitment- Outsourcing Programme</p>
	<p align="center">Selection 15(13+2)</p>
II	<p>Selection- Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</p> <p>Screening- Pre and Post Criteria for Selection, Steps of Selection</p> <p>Interviewing- Types and Guidelines for Interviewer Interviewee,Types of Selection Tests,Effective Interviewing Techniques.Selection Hurdles And Ways to OvercomeThem</p>
	<p align="center">Induction 15(14+1)</p>
III	<p>Concept,Types-Formal/Informal, Advantages of Induction,How to make Induction Effective Orientation & boarding- Programme and Types, Process.Socialisation-Types- Anticipatory,Encounter, Setting in,Socialization Tactics</p> <p>Current trends in Recruitment and Selection Strategies– with respect to Service,Finance, I.T. ,Law And Media Industry</p>
	<p align="center">Soft Skills 12(10+2)</p>
IV	<p>Preparing Bio-data and C.V.</p> <p>Social and Soft Skills–Group Discussion & Personal Interview, Video and TeleConferencing Skills,</p> <p>Presentation and Negotiation Skills, Aesthetic Skills, Etiquettes-Different Types and Quitting Techniques. Exit Interview-Meaning, importance.</p>

**Syllabus of Courses of Bachelor of Management Studies(BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023**

Elective Courses(EC)
Group C. Human Resource Electives

UGBMS302H. Motivation & Leadership

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Motivation-I	12(11+1)
2	Motivation-II	15(13+2)
3	Leadership-I	17(10+7)
4	Leadership-II	16(14+2)
Total		60

Course Outcomes

- 1 .Illustrate Theories of motivation.[1]*
2. Understand basic concepts of motivation [2]*
3. Apply concept of motivation .[3]*
4. Analyze different concepts and theories of motivation.[4]*
5. Evaluate motivation strategies for employees.[5]*
6. Design motivation tools.[6]

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	-	-	-	1	2	-	-	-	1	-	-	1	-
CO2	-	1	-	-	-	-	2	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	1	-	-	-	-	-	-
CO4	-	-	1	-	-	-	-	-	1	-	1	-	-	2
CO5	-	-	-	-	1	-	-	-	-	-	-	-	-	-
CO6	-	-	-	1	-	-	-	-	-	-	-	1	-	-

Subject name: Motivation & Leadership (Elective HR- SEM III)

Unit No.	Syllabus
	Motivation-I 12(11+1)
I	Concept of motivation, Importance, Tools of Motivation. Theory Z, Equity Theory. Process Theories- Vroom's Expectancy Theory, Valence-Four drive model.
	Motivation-II 15(13+2)
II	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.
	Leadership-I 17(10+7)
III	Leadership—Meaning , Traits and Motives of an Effective Leader, Styles of Leadership. Theories—Trait Theory, Behavioral Theory, Path Goal Theory, VUCA 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)
	Leadership-II 16(14+2)
IV	Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark . Zucker berg, Donald Trump) 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.

*Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023
Ability Enhancement Courses (AEC)*

UGBMS303. Information Technology in Business Management-I

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction to IT Support Management	15(12+3)
2	Office Automation using MS-Office	15(5+10)
3	Email, Internet And Its Applications	15(12+3)
4	E-Security	15(14+1)
Total		60

Course Outcome

1. Define Various types of Hacking.[1] *
2. Describe various Web browser. [2] *
3. Apply formulas in excel, including the use of built in functions, relatives and absolute references.[3] *
4. Distinguish between Relatives, Mixed and Absolute references in MS Excel. [4] *
5. Solve What- if – Analysis Problem with the help of MS Excel.[5] *
6. Create Slide presentation that includes text, graphics, animation and transitions. [6]

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	-	-	1	-	-	-	-	1
CO2	-	1	-	-	-	1	-	-	-	-	-	1	-	-
CO3	-	-	1	-	-	-	2	-	-	1	-	-	-	-
CO4	-	-	-	1	-	-	-	-	-	-	-	-	1	-
CO5	-	-	-	-	1	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	1	-	-	2	-	-	-

UnitNo.	Syllabus
	<p>Introduction to IT Support in Management 15(12+3)</p>
I	<p>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) Types of CBIS- brief descriptions and their interrelationships/ hierarchies IT Development Trends. 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 Major areas of IT Applications in Management Concept of Digital Economy and Digital Organization. Open Source Software-Concepts And Applications. Study of Different Operating Systems. (Windows/Linux/ DOS)</p>
	<p>Office Automation using MS Office Learn Word 15(5+10)</p>
II	<p>Creating / Saving of Document Editing and Formatting Features, Designing A Title Page, Preparing Index, Use of Smart Art, Cross Reference,Bookmark And Hyperlink.Mail Merge Feature. Spreadsheet Application Creating/Saving and editing spread sheets Drawing charts. Using Basic Functions: text,math & trig, statistical,date & time,database, financial,logical Using Advanced Functions : Use of V Lookup / H Lookup Data analysis – sorting data, filtering data (Auto Filter, Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub- totals and grand totals, pivot table/chart, goal seek/solver. Presentation Software Creating a presentation with minimum 20 slides with a script.Presenting Different Views, Inserting Pictures, Videos,Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</p>
	<p>Email, Internet and its Applications 15(12+3)</p>
III	<p>Writing professional emails, Creating digitally signed documents. Use Of Outlook Configuring Outlook,Creating and Managing profile outlook,Sending and Receiving Email through outlook Emailing the merged documents.Introduction to Bulk Email software Internet & DNS Basics Understanding Internet Technology, Concepts of Internet, Intranet, Extranet Networking Basics, Different Types Of Networks.Concepts (Hubs,Bridges,Routers,IPaddresses), Practical Networking (with the help of software For e.g CISCO Packet tracer Software), Study of LAN, MAN, WAN, Domain</p>

	<p>Name Registration, Hosting Basics.</p> <p>Emergence of E-commerce and M-Commerce</p> <p>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, ElectronicFundsTransfer,Electronic Data Interchange.</p>
	<p>E-Security 15(14+1)</p>
IV	<p>Threats to Computer systems and control measures</p> <p>E-Security Systems Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire,flood,earthquake, vandalism) Threat Management</p> <p>IT Risk</p> <p>Definition, Measuring IT Risk, Risk Mitigation Management</p> <p>Information Systems Security: security on the internet:</p> <p>Network and website security risks,Website Hacking and Issues there in. Security and Email</p> <p>Understanding and defining Enterprise wide security framework</p> <p>Firewall Concept And Component, Benefits of Firewall</p> <p>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-Payments</p> <p>Security measures in International and Cross Border financial transactions,Threat tHunting Software.</p>

***Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023***

Value Enhancement Courses (VEC)

**UGBMS304. Foundation Course – III
(Environmental Management)**

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Environmental Concepts	12(11+1)
2	Environment degradation	11(10+1)
3	Sustainability And Role Of Business	11(10+1)
4	Innovations in business- an environmental Perspective	11(8+3)
Total		45

Course Outcomes

- CO1: Describe the Environmental clearance for establishing.
 CO2: Understand the Non-Conventional energy sources.
 CO3: Collect the types, causes and remedies (land, air, water and others)
 CO4: Analyze Waste management projects for profits.
 CO5: Evaluate the business projects for greener future
 CO6. Creating the Biogeochemical cycles

CO PO MAPPING

PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
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CO1	1	-	-	-	-	-	-	-	-	-	-	-	-	1
CO2	-	1	-	-	-	-	2	-	-	1	-	-	1	-
CO3	-	-	1	-	-	-	-	-	1	-	-	1	-	-
CO4	-	-	-	2	-	-	-	1	-	-	1	-	-	-
CO5	-	-	-	-	1	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	2	-	-	-	-	-	-	-	-

Unit No.	Syllabus
	Environmental Concepts 12(11+1)
I	<p>Environment: Definition And Composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</p> <p>Biogeochemical Cycles–Concept and water cycle</p> <p>Ecosystem & Ecology; Food Chain, food web & Energy Flow Pyramid</p> <p>Resources: Meaning, classification (Renewable & non-renewable), types & Exploitation of Natural Resources In sustainable manner.</p>
	Environment Degradation 11(10+1)
II	<p>Degradation- Meaning and causes, degradation of land, forest and agricultural land and its remedies</p> <p>Pollution– meaning, types, causes and remedies (land, air, water and others)</p> <p>Global Warming: meaning, causes and effects.</p> <p>Disaster Management: meaning, disaster management cycle.</p> <p>Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste biomedical waste (consumerism as a cause of waste).</p>
	Sustainability and Role of Business 11(10+1)
III	<p>Sustainability: Definition, importance and Environment Conservation. Environmental Clearance For Establishing And operating Industries in India.</p> <p>EIA, Environmental Auditing, ISO14001</p> <p>Salient features of Water Act, Air Act and Wildlife Protection Act. Carbon bank & Kyoto protocol</p>
	Innovations In Business-and environmental Perspective 11(8+3)
IV	<p>Non-Conventional Energy Sources-Wind, Biofuel, 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>

*Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023*

Core Courses (CC)

**UGBMS305. Business Planning & Entrepreneurial
Management**

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Foundations of Entrepreneurship Development	15(14+1)
2	Types & Classification Of Entrepreneurs	15(14+1)
3	Entrepreneur Project Development & Business Plan	15(13+2)
4	Venture Development	15(13+2)
Total		60

Course Outcomes

1. Describe the qualities and characteristics of an entrepreneur. [1]*
2. Understand the role and importance of entrepreneurship for economic development. [2]*
3. Collect information on institutional support to an entrepreneur. [3]*
4. Analyze the factors stimulating the growth of entrepreneurship. [4]*
5. Evaluate the key factors needed to develop a successful business. [5]*
6. Design a business plan by considering all dimensions of business. [6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	-	-	-	1	-	-	-	-	-	-	2	-
CO2	-	1	-	-	1	-	-	-	-	-	-	1	-	-
CO3	1	-	-	1	-	-	2	-	-	-	-	-	-	1
CO4	-	-	-	-	-	-	-	2	-	1	-	-	-	-
CO5	-	-	-	-	-	-	-	-	1	-	-	-	-	-
CO6	-	-	1	-	-	-	-	-	-	-	1	-	-	-

Unit No.	Syllabus	
	Foundations of Entrepreneurship Development 15(14+1)	
I	<p>Concept and Need of Entrepreneurship Development Definition of Entrepreneur ,Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur</p> <p>Theories of Entrepreneurship: Innovation Theory by Schumpeter & maitating Theory of High Achievement by McClelland , X-Efficiency Theory by Leiben stein Theory of Profit by Knight, Theory of Social change by Everett Hagen.</p> <p>External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.</p>	
	Types & Classification Of Entrepreneurs 15(14+1)	
II	<p>Entrepreneur- Concept and Development of Entrepreneurship Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</p> <p>Social entrepreneurship– concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s.</p> <p>Entrepreneurial development Program (EDP) – concept, factor influencing EDP .Option available to Entrepreneur .(Ancillarisation, BPO, franchise, M&A)</p>	
	Entrepreneur Project Development & Business Plan 15(13+2)	
III	<p>Innovation, Invention, Creativity, Business Idea, Opportunities through change.Idea generation–Sources-Development of product/idea, Environmental scanning and SWOT analysis</p> <p>Creating Entrepreneurial Venture - 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.</p>	
	Venture Development 15(13+2)	
IV	<p>Steps involved in starting of Venture</p> <p>Institutional support to an Entrepreneur</p> <p>Venture funding, 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</p>	

*Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester III
with Effect from the Academic Year 2022-2023*

Core Courses (CC)

UGBMS306. Strategic Management

Modules at a Glance

Sr. No.	Modules	No. of lectures (Instructional+Notional)
1	Introduction	12(11+1)
2	Strategy Formulation	16(13+3)
3	Strategic Implementation	18(16+2)
4	Strategic Evaluation & Control	14(12+2)
Total		60

Course Outcomes

1. Describe the concept of strategy & strategic management. [1]*
2. Understand the process of strategic management. [2]*
3. Apply the strategic management process. [3]*
4. Analyse the models of strategic management. [4]*
5. Summarize the components of the business environment. [5]*
6. Prepare SWOT analysis of an organisation. [6]*

UnitNo.	Syllabus
	Introduction 12(11+1)
I	Business Policy -Meaning, Nature, Importance Strategy - Meaning, Definition Strategic Management - Meaning, Definition, Importance, Strategic management Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) Strategic Intent -Mission,Vision, Goals, Objective, Plans
	Strategy Formulation 16(13+3)
II	Environment Analysis and Scanning(SWOT) Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) Business Level Strategy (Cost Leadership, Differentiation, Focus) Functional Level Strategy (R&D, HR, Finance, Marketing, Production)
	Strategic Implementation 18(16+2)
III	Models of Strategy making. Strategic Analysis & Choices & Implementation: BCG Matrix ,GE9 Cell, Porter 5 Forces, 7SFrameWork Implementation :Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.
	Strategic Evaluation & Control 14(12+2)
IV	Meaning,Steps of Evaluation & Techniques of Control Synergy : Concept,Types, evaluation of Synergy .Synergy As A Component of Strategy & its Relevance. Change Management – Elementary Concept

Syllabus of Courses of Bachelor of Management Studies(BMS)
Programme at Semester III
with Effect from the Academic Year 2022-2023
Core Courses (CC)

UGBMS307. Accounting for Managerial Decisions

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Analysis and Interpretation of Financial statements	15(14+1)
2	Ratio analysis and Interpretation	15(13+2)
3	Cash flow statement	15(13+2)
4	Working capital	15(14+1)
Total		60

CourseOutcomes

1. Describe the concept & components of the Managerial Accounting system.[1]*
2. Understand and study the main disclosures required for preparation of financial statements of a company. [2]*
3. To solve, compare & contrast between ratios of different companies to draw comparative conclusions. [3]*
4. Analyze and interpret corporate financial statements with the help of Comparative, Common Size, Trend Ratio Analysis concepts.[4]*
5. summarize the components of an operating cycle.[5]*
6. Prepare Cash flow statements of a company. [6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	-	-	-	-	-	2	-	-	-	1	-	1
CO2	-	-	2	-	-	-	-	-	-	1	-	-	-	-
CO3	1	-	-	-	-	2	-	-	-	-	1	-	-	-
CO4	-	1	-	-	1	-	-	-	1	-	-	-	2	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	1	-	-	1	-	-	-	-	-	-	-

UnitNo.	Syllabus
	Analysis and Interpretation of Financial statements 15(14+1)
I	Study of balance sheets 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.
	Ratio analysis and Interpretation 15(13+2)
II	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 EquityRatio, Capital GearingRatio. 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.
	Cash flow statement 15(13+2)
III	Preparation Of Cash Flow Statement(AccountingStandard-3(revised))
	Working capital 15(14+1)
IV	Concept, Estimation of requirement in case of Trading Manufacturing Organizations. Receivables management -Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical –Credit Scoring);Monitoring the Debtors Techniques [DSO, Ageing Schedule]

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2022-2023

Elective Courses (EC) Group A. Finance Electives

UGBMS401F. Auditing

Modules at a Glance

Sr. No.	Modules	No. of lectures (Instructional+Notional)
1	Introduction to Auditing	15(14+1)
2	Audit Planning, Procedures and Documentation	15(14+1)
3	Auditing Techniques and Internal Audit Introduction	15(14+1)
4	Auditing Techniques: Vouching & Verification	15(13+2)
Total		60

Course Outcomes

1. Define basic concepts of Auditing[1]*
2. Understand concept of Audit Programme.[2]*
3. Apply Methods of Audit Work.[3]*
4. Analyse different concept of Auditing Techniques. [4]*
5. Evaluate Audit of Assets book debts. [5]*
6. Create Audit Working Papers.[6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-		1	-	-	-	1	-	-	-	-	-	2
CO2	-	-	1	-	-	-	-	-	-	-	1	-	-	-
CO3	-	1	-	-	2	-	-	-	-	1	-	-	2	-
CO4	1	-	-	-	-	-	-	-	1	-	-	-	-	-
CO5	-	-	-	-	-	1	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	2	-	-	-	-	-	-	-

Subject name: Auditing (Elective Finance- SEM IV)

Unit No.	Syllabus
I	<p>Introduction to Auditing 15(14+1)</p> <p>Basics– Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent Limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing. Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating Error. Types Of Frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud</p> <p>Principles of Audit– Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</p> <p>Types of Audit- Meaning, Advantages and Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit.</p>
II	<p>Audit Planning, Procedures and Documentation 15(14+1)</p> <p>Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach.</p> <p>Audit Program– Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before commencing Work, Overall Audit Approach.</p> <p>Audit Working Papers-Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books</p> <p>Audit Notebook– Meaning, structure, Contents, General Information, Current Information, Importance</p>
III	<p>Auditing Techniques and Internal Audit Introduction 15(14+1)</p> <p>Test Check –Test Checking Vs Routine Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.</p> <p>Audit Sampling -Audit Sampling, meaning, purpose, factors in determining sample size – Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation Sample Results auditors Liability In Conducting Audit Based on Sample.</p> <p>Internal Control -Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</p> <p>Internal Audit- Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit.</p>
IV	<p>Auditing Techniques: Vouching & Verification 15(13+2)</p> <p>Vouching of Income & Expenditure</p> <p>Audit of Income -Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received</p> <p>Audit of Expenditure-Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense.</p>

Verification of Assets & Liabilities

Audit of Assets Book Debts/Debtors, Stocks-**Auditors General Duties**; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment TradeMarks /Copyrights Patents Know- How Plant and Machinery Land and Buildings Furniture and Fixtures

Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans,Contingent Liabilities

Syllabus of Courses of Bachelor of Management Studies (BMS)

Programme at Semester IV

with Effect from the Academic Year 2022-2023

Elective Courses (EC) Group A. Finance Electives

UGBMS402F. Strategic Cost Management

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction to Strategic Cost Management (Only Theory)	20(19+1)
2	Activity Based Costing	20(18+2)
3	Strategic Cost Management performance assessment (Only theory)	08(7+1)
4	Variance Analysis & Responsibility Accounting (Practical Problems)	12(10+2)
Total		60

Course Outcomes

1. Understand the concept of Strategic Cost Management.[1]*
2. Explain the Advantages and Limitations of Activity Based.[2]*
3. Calculate the variances.[3]*
4. Analyses the Value Analysis & Value Engineering, Wastage Control etc.[4]*
5. Compare the Cost Audit & the Management Audit.[5]*
6. Solve the sums on Activity Based Costing.[6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	-	-	2	-	-	-	1	-	-	-	-	-

CO2	-	-	-	-	-	1	-	-	-	-	-	-	1	-
CO3	-	-	2	-	-	-	1	-	-	-	-	1	-	-
CO4	-	1	-	-	-	-	-	2	-	-	1	-	-	-
CO5	1	-	-	-	-	1	-	-	-	-	-	-	-	1
CO6	-	-	-	1	-	-	-	-	-	2	-	-	-	-

Unit No.	Syllabus
	Introduction to Strategic Cost Management 20(19+1)
I	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, WastageControl, Disposal Management, Business Process Re- engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control Of Total Distribution Cost & Supply Cost, Cost Reduction & Product LifeCycle Costing (An Overview)
	Activity Based Costing 20(18+2)
II	Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle Costing, Kaizen Costing, Backflush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)
	Strategic Cost Management performance assessment 8(7+1)
III	Cost Audit & Management Audit under Companies Act, with reference to strategic assessment of cost & managerial performance – Strategic Cost - Benefit Analysis of different business restructuring propositions- Entrepreneurial approach to cost Management , with reference to core competencies, strategic advantages & long- term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation
	Variance Analysis & Responsibility Accounting 12(10+2)
IV	Standard Costing (Material, Labour, Overhead, Sales & Profit) Responsibility Accounting – Introduction, Types & Evaluation of Profit Centre and Investment Centre

Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester IV
with Effect from the Academic Year 2022-2023

Elective

Courses (EC) Group B. Marketing Electives

**UGBMS401M. Integrated Marketing
Communication**

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction to Integrated Marketing Communication	15(14+1)
2	Elements of IMC–I	15(13+2)
3	Elements of IMC–II	15(13+2)
4	Evaluation & Ethics in Marketing Communication	15(14+1)
Total		60

Course Outcomes

1. Define communication process [1]*
2. Discuss problems in setting objectives of IMC program.[2]*
3. Apply concept of promotion in IMC [3].
4. Analyze reasons for growth of sales promotion.. [4].
5. Evaluate effectiveness of Direct marketing, Public relations & Personal Selling in IMC[5].
6. Design Questionnaire by using various Tools of IMC.[6]

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	-	1	-	-	-	2	-	-	-	-	-	-
CO2	-	-	1	-	-	-	1	-	-	-	-	-	2	-
CO3	-	2	-	-	-	-	-	-	-	1	-	-	-	-
CO4	-	-	-	-	1	-	-	-	-	-	1	-	-	-
CO5	-	-	-	-	-	1	-	-	-	-	-	1	-	-
CO6	1	-	-	-	-	-	-	-	1	-	-	-	-	1

Unit No.	Syllabus
	Introduction to Integrated Marketing Communication 15(14+1)
I	<p>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</p> <p>Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</p>
	Elements of IMC– I 15(13+2)
II	<p>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.</p>
	Elements of IMC– II 15(13+2)
III	<p>Direct Marketing -Role of direct marketing in IMC, Objectives of Direct Marketing, Components of Direct Marketing, Tools of Direct Marketing– direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</p> <p>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, causes sponsorship</p> <p>Personal Selling– Features, Role of Personal Selling In IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</p>
	Evaluation & Ethics in Marketing Communication 15(14+1)
IV	<p>Evaluating an Integrated Marketing program –Evaluation process of IMC – Message Evaluations, Advertising tracking research–copy testing– emotional reaction test, cognitive Neuroscience – 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 Simulation tests .</p> <p>Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages–legal issues–Commercial free speech, misleading claims, puffery, fraud, question able B2B practices</p> <p>Current Trends in IMC–Internet & IMC, Advertising Internet, PR through Internet Banner, Sales Promotion On Internet, direct marketing on internet.</p>

**Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester IV
with Effect from the Academic Year 2022-2023**

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

UGBMS402M. Rural Marketing

Modules at a Glance

Sr. No.	Modules	No. of lectures (Instructional+Notional)
1	Introduction	15(14+1)
2	Rural Market	15(14+1)
3	Rural Marketing Mix	15(13+2)
4	Rural Marketing Strategies	15(13+2)
Total		60

Course Outcomes

1. State the different concepts and Problems of rural market [1]*
2. Understand the Demography and Economic Factors.[2]*
3. Applying the Consumption Pattern.[3]*
4. Analyse Consumer Behaviour and Social factors[4]*
5. Evaluate Distribution Strategies for Rural Consumers .[5]*
6. Create rural demand and Consumption Pattern.[6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	-	-	-	1		-	2	-	-	-	-	2	-
CO2	-	-	1	-	-	1	-	-	-	-	1	-	-	-
CO3	-	-	-	-	-	-	-	-	1	-	-	-	-	-
CO4	-	1	-	-	-	-	1	-	-	-	-	-	-	-
CO5	-	-	-	2	-	-	-	-	-	-	-	1	-	-
CO6	-	-	-	-	-	-	-	-	-	2	-	-	-	1

Unit No.	Syllabus
	Introduction 15(14+1)
I	Introduction to Rural Market- Definition & Scope of Rural Marketing. Rural Market in India- Size Scope, Rural development sacore 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 ,Current Scenario of Rural Markets
	Rural Market 15(14+1)
II	Rural Consumer Vs Urban Consumers– a comparison. Characteristics of Rural Consumers. Rural Market Environment: 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.
	Rural Marketing Mix 15(13+2)
III	Relevance of Marketing mix for Rural Market /Consumers. Product Strategies, Rural Product Categories - FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling. Nature Of Competition In Rural Markets, the problem of Fake Brands Pricing Strategies & objectives Promotional Strategies. Segmentation, Targeting & Positioning for rural market
	Rural Marketing Strategies 15(13+2)
IV	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 Communication Channels. Creating Advertisements for Rural Audiences. Rural Media-Mass Media, Non-Conventional Media,Personalized media.

**Syllabus of Courses of Bachelor of Management Studies (BMS)
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***Elective Courses (EC)*
*Group C. Human Resource Electives***

UGBMS401H.

Human Resource Planning and Information System

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Overview of Human Resource Planning (HRP)	15(14+1)
2	Job Analysis, Recruitment and Selection	15(13+2)
3	HRP Practitioner,Aspects of HR and Evaluation	15(13+2)
4	Human Resource Information Systems	15(14+1)
Total		60

Course Outcomes

1. Define the concepts job analysis, job design ,job redesign.[1]*
2. Understand the process of HRP management[2]*
3. Understand mechanism of HRIS [3]*
4. Analyze security issues in HRIS.[4]*
5. Evaluate different activities for HRP [5]*
6. Create process of HRP during the process of recruitment[6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	-	-	-	-	-	-	-	-	2	-	1	-	-
CO2	-	-	-	-	1	-	-	1	-	-	-	-	-	-
CO3	-	-	-	-	-	2	-	-	-	-	1	-	-	-
CO4	-	-	-	2	-	-	1	-	-	-	-	-	-	-
CO5	-	1	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	1	-	-	-	-	-	1	-	-	-	2	1

Unit No.	Syllabus
	<p align="center">Overview of Human Resource Planning(HRP) 15(14+1)</p>
I	<p>Human Resource Planning– Meaning, Features, Scope, Approaches, Levels Of HRP, Types, Tools,Activities For HRP, Requirements for Effective HR Planning.</p> <p>Process of HRP- Steps in HRP, HR Demand Forecasting– Factors, Techniques – (Concepts Only) Managerial Judgment, Ratio Trend Analysis, Regression Analysis, WorkStudy Technique, Delphi Technique.</p> <p>HR Supply Forecasting – Factors,Techniques– (Concepts Only) Skills Inventories,Succession Plans, Replacement Charts, Staffing Tables. Barriers in Effective Implementation of HRP and Ways to Overcome them.</p> <p>Strategic Human Resource Planning–Meaning and Objectives Link between Strategic Planning and HR through Technology.</p> <p>HR Policy– Meaning, Importance.</p> <p>HR Programme-Meaning and Contents.</p>
	<p align="center">Job Analysis, Recruitment and Selection 15(13+2)</p>
II	<p>Job Analysis- Meaning, Features, Advantages. Job Design: Concept, Issues.</p> <p>Job Redesign– Meaning, Process, Benefits.</p> <p>Matching Human Resource Requirement and Availability through: Retention-Meaning, Strategies, Resourcing- Meaning, Types. Flexibility– Flexible work practices, Downsizing- Meaning, Reasons,Layoff– Meaning, Reasons. Recruitment- Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection.</p> <p>Employee Selection Tests: Meaning, Advantages and Limitations. Human Resource Audit: Meaning, Need, Objectives, Process, Areas.</p>
	<p align="center">HRP Practitioner, Aspects of HRP and Evaluation 15(13+2)</p>
III	<p>HRP Practitioner: Meaning, Role.</p> <p>HRP Management Process: Establish HRP Department Goals and Objectives, Creating HRP Department Structure</p> <p>Staffing the HRP Department, Issuing Orders, Resolving Conflicts, Communicating Planning for Needed Resources</p> <p>Dealing with Power and Politics- Meaning and Types of Power HRP as Tool to Enhance Organizational Productivity</p> <p>Impact of Globalization on HRM.</p> <p>Aspects of HRP: Performance Management, Career Management, Management Training and Development, Multi Skill Development ,Return on Investment in HRP - Meaning and Importance. HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation. Selected Strategic Options and HRP Implications: Restructuring and Its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.</p>
	<p align="center">Human Resource Information Systems 15(14+1)</p>
IV	<p>Data Information Needs for HR Manager – Contents and Usage of Data. HRIS- Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. Security Issues in Human Resource Information Systems. HRIS for HRP,Trends HRIS</p>

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Elective Courses (EC)
Group C. Human Resource Electives

UGBMS402H. Training & Development in HRM

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Overview of Training	15(14+1)
2	Overview Of Development	15(14+1)
3	Concept of Management development	15(13+2)
4	Performance Measurement, Talent management Knowledge management	15(13+2)
Total		60

Course Outcomes

1. Define the concept of training in detail.[1]*
2. Understand the process of training.[2]*
3. Determine the Performance measurements– Appraisals, pitfalls & ethics of appraisal. [3]*
4. Analyse the counselling techniques with reference to development of employees, society and organization [4]*
5. Evaluate Knowledge Management Program.[5]*
6. Design Implementation of training program.[6]*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	1	-	-	-	-	-	1	-	-	-	-	-	1	-
CO2	-	-	-	-	2	-	-	-	-	-	1	-	-	-
CO3	-	2	-	-	-	-	-	-	-	1	-	-	-	-
CO4	-	-	-	1	-	-	-	2	-	-	-	-	-	-
CO5	-	-	-	-	-	1	-	-	-	-	-	-	-	2
CO6	-	-	-	-	-	-	-	-	1	-	-	2	-	-

Unit No.	Syllabus
	Overview of training 15(14+1)
I	<p>Concept, scope, importance, objectives, features, need and assessment of training.</p> <p>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.</p> <p>Assessment of Training Needs, Methods & Process of Needs Assessment.</p> <p>Criteria & designing–Implementation –an effective training program.</p>
	Overview Of Development 15(14+1)
II	<p>Concept, scope, importance & need and features, Human Performance Improvement</p> <p>Counseling techniques with reference to development employees, society and organization.</p> <p>Career development – Career development cycle, model for planned self development, succession planning.</p>
	Concept of Management Development. 15(13+2)
III	<p>Concept of Management Development.</p> <p>Process of MDP.</p> <p>Programs & methods, importance, evaluating a MDP.</p>
	Performance Measurement, Talent management & Knowledge management 15(13+2)
IV	<p>Performance Measurements –Appraisals, pitf alls ethics of appraisal.</p> <p>Talent management– Introduction, Measuring Talent Management, Integration & future of TM, Global TM & knowledge management Overview Introduction: History, Concepts.</p> <p>Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management :What Is and What Is Not?, Three stages of KM, KM Life Cycle</p>

**Syllabus of Courses of Bachelor of Management Studies (BMS)
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Ability Enhancement Courses (AEC)

**UGBMS403. Information Technology in Business
Management- II**

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Management Information system	15(14+1)
2	ERP / E-SCM / E-CRM	15(14+1)
3	Introduction To Databases And Data Warehouse	15(10+5)
4	Outsourcing	15(14+1)
Total		60

Course Outcomes

1. Describe Various types of Hacking.[1]*
2. Explain E- Business Risk management Issues. [2] *
3. Apply formulas in excel, including the use of built in functions, relatives and absolute references.[3] *
4. Distinguish between Relatives, Mixed and Absolute references in MS Excel. [4] *
5. Solve What- if – Analysis Problem with the help of MS Excel.[5] *
6. Create New Email Id. [6] *

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	2	-	-	-	-	1	-	-	2	-	-	-	-
CO2	-	-	-	1	-	-	-	-	-	-	-	1	-	-
CO3	-	-	1	-	-	-	-	-	1	-	-	-	1	-
CO4	1	-	-	-	-	2	-	-	-	-	-	-	-	-
CO5	-	-	-	-	2	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	1	-	-	2	-	-	1

Subject Name: Information Technology in Business Management -II (SEMIV)

Unit No.	Syllabus
	<p align="center">Management Information System 15(14+1)</p>
I	<p>Overview of MIS- Definition, Characteristics Subsystems of MIS (Activity and Functional subsystems), Structure of MIS, and 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.</p>
	<p align="center">ERP / E-SCM / E-CRM 15(14+1)</p>
II	<p>Concepts of ERP ,Architecture of ERP, Generic modules of ERP, Applications of ERP ,ERP Implementation concepts , ERP life cycle , Concept of XRP (extended ERP), Features of commercial ERP software, Study Of SAP,Oracle Apps,MS Dynamics NAV, People soft , Concept of E-CRM, E-CRM Solutions and its advantages, How technology helps? CRM Capabilities and customer Lifecycle, 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, Major Trends in E-SCM, Case studies ERP/SCM/CRM</p>
	<p align="center">Introduction to DBMS 15(10+5)</p>
III	<p>Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. Practical on DBMS with the help of software (For e.g. SQL Server 2008 R2) 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</p>
	<p align="center">Outsourcing 15(14+1)</p>
IV	<p>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 BP , 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 Meaning of KPO, KPO vs BPO, KPO: Opportunity and Scope KPO challenges, KPO Indian Scenario, Outsourcing in Cloud Environment, Cloud Computing Offerings, Traditional Outsourcing Vs. Cloud Computing</p>

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Skill Enhancement Courses (SEC)

**UGBMS404. Foundation
Course –IV (Ethics
& Governance)**

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction to Ethics and Business Ethics	12(11+1)
2	Ethics in Marketing, Finance and HRM	11(10+1)
3	Corporate Governance	11(10+1)
4	Corporate Social Responsibility (CSR)	11(10+1)
Total		45

Course Outcomes

1. Define types of Ethics. [1]*
2. Discuss Business Ethics...[2]*
3. Use different concepts of Ethics.[3]*
4. Analyze reasons to follow workplace Ethics... [4].
5. Recommend Ethics in Advertising & Marketing [5].
6. Prepare guidelines to promote workplace Ethics. [6].

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	-	-	1	-	-	-	1	-	-	2	-	-
CO2	2	-	-	-	-	-	1	-	-	-	1	-	-	-
CO3	-	-	-	2	-	-	-	-	-	1	-	-	-	-
CO4	-	1	-	-	-	1	-	-	-	-	-	-	-	2
CO5	-	-	2	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	1	-	-	-	-	2	-

Unit No.	Syllabus
	Introduction to Ethics and Business Ethics 12(11+1)
I	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 India
	Ethics In Marketing, Finance and HRM 11(10+1)
II	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 WhistleBlower, 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
	Corporate Governance 11(10+1)

III	<p>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.</p> <p>Theories - Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</p> <p>Corporate Governance India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</p>
	<p align="center">Corporate Social Responsibility (CSR) 11(10+1)</p>
IV	<p>Meaning of CSR, Evolution of CSR, Types of Social Responsibility, Aspects of CSR-Responsibility, Accountability, Sustainability And Social Contract</p> <p>Need for CSR, CSR Principles and Strategies, Issues in CSR Social Accounting, Tata Group's CSR Rating Framework</p> <p>Sachar Committee Report on CSR, Ethical Issues in International Business Practices, Recent Guidelines in CSR</p> <p>Society's Changing Expectations of Business With Respect to Globalization, Future of CSR</p>

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

UGBMS405. Business Economics -II

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction to Macroeconomic Data and Theory	15(14+1)
2	Money, Inflation and Monetary Policy	15(14+1)
3	Constituents of Fiscal Policy	15(13+2)
4	Open Economy: Theory and Issues of International Trade	15(14+1)
Total		60

Course outcomes

Unit No.	Syllabus	
	Introduction to Macroeconomic Data And Theory	15(14+1)
I	<p>Macroeconomics: Meaning, Scope and Importance.</p> <p>Circular flow of aggregate income and expenditure: closed and open economy models</p> <p>The Measurement of national product: Meaning and Importance- conventional and Green GNP and NNP concepts -Relationship between National Income and Economic Welfare.</p> <p>Short Run Economic Fluctuations: Features And Phases of Trade Cycles</p> <p>The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply- Consumption Function-Investment Function-effect of Investment Multiplier on Changes Income and Output</p>	
	Money, Inflation and Monetary Policy	15(14+1)
II	<p>Money Supply: Constituents of Money Supply, Traditional and Modern Approach, Determinants of Money Supply, Factors influencing Money Supply</p> <p>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 developing economy. Monetary Policy: Meaning, objectives and instruments, inflation targeting</p>	
	Fiscal Policy	15(14+1)
III	<p>Fiscal Policy: Meaning and Objectives.</p> <p>Public goods – Meaning and Features.</p> <p>Principles of Sound and Functional Finance</p> <p>Sources of Revenue: Tax revenue, non-tax revenue, effects of taxation, Direct and Indirect taxation –merits and demerits.</p> <p>Public Expenditure– Role, Types and Causes for increasing public expenditure.</p> <p>Public Debt– Meaning, Types and Burden of debt, methods of debt redemption.</p> <p>Union budget– Structure- Deficit concepts and types-Fiscal Responsibility And budget management act.</p>	
	Open Economy: Theory and Issues of International Trade	15(14+1)
IV	<p>The basis of international trade: Adam Smith's Absolute Cost Advantage Theory, Ricardo's Theory of comparative cost advantage - Heckscher – Ohlin theory of factor endowments - terms of trade meaning and types.</p> <p>Balance of Payments: Structure-Types of Disequilibrium -Measures to correct disequilibrium in BOP.</p>	

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

UGBMS406. Business Research Methods

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Introduction To Business Research Methods	18(16+2)
2	Data collection and Processing	14(10+4)
3	Data analysis and Interpretation	16(12+4)
4	Advanced techniques in Report Writing	12(10+2)
Total		60

Course outcomes

- 1.State the characteristics of Good research. (1)*
- 2.Compare and contrast between Qualitative and Quantitative research. (2)*
- 3.Construct the Hypothesis based on research (3)*
- 4.Classify the method of collection of primary data. (4)*
- 5.Decide the type of research (5)*
- 6.Design Questionnaire (6)*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	1	-	-	-	-	2	-	-	-	1	-	-	-
CO2	-	-	-	1	-	-	-	-	1	-	-	-	-	1
CO3	1	-	-	-	2	-	-	-	-	1	-	-	-	-
CO4	-	-	2	-	-	-	-	-	-	-	-	1	-	-
CO5	-	-	-	-	-	1	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	2	-	-	-	-	1	-

Subject Name: Business Research Methods (SEM IV)

Unit No.	Syllabus
	<p>Introduction To Business Research Methods 18(16+2)</p>
I	<p>Introduction To Business Research methods Meaning And Objectives of research Types of research– a)Pure, Basic and Fundamental b) Applied, c) Empirical d)Scientific & Sociale) 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– Meaning Of Sample And Sampling, Methods Of Sampling-i)Non Probability Sampling– Convenient,Judgment, Quota,Snowball ii)Probability–Simple Random,Stratified,Cluster, Multi Stage.</p>
	<p>Data collection and Processing 14(10+4)</p>
II	<p>Types of data sources-Primary and Secondary data sources, Methods of collection of primary data a) Observation- i)structured and unstructured, ii)disguised and undisguised, iii)mechanical observations(use of gadgets) b) Experimental i)Field ii)Laboratory c) Interview– i)Personal Interview ii)focused group, iii)in-depth interviews-Method, d) Survey–Telephonic Survey, Mail, E-mail, Internet survey, Social media, and Media listening. e) Survey Instrument– i)Questionnaire designing. f) Types of questions– i) structured/close ended and ii) unstructured/open ended, iii)Dichotomous, iv)Multiple Choice Questions. f)Scaling Techniques- i) Likert scale, ii)Semantic Differential Scale</p>
	<p>Data analysis and Interpretation 16(12+4)</p>
III	<p>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), Big Data Elementary Concept.</p>
	<p>Advanced techniques in Report Writing 12(10+2)</p>
IV	<p>Report writing– i)Meaning, importance, functions of reports, essential of a good report,content report, steps in writing are port, types of reports, Footnotes and Bibliography, Ethics and research, Objectivity, Confidentiality and anonymity in Research, Plagiarism</p>

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

UGBMS407. Production & Total Quality Management

Modules at a Glance

Sr. No.	Modules	No.of lectures (Instructional+Notional)
1	Production Management	14(12+2)
2	Materials Management	16(12+4)
3	Basics Of Productivity & TQM	16(12+4)
4	Quality Improvement Strategies & Certifications	14(13+1)
Total		60

Course outcomes

- 1.State the characteristics of Good research. (1)*
- 2.Compare and contrast between Qualitative and Quantitative research. (2)*
- 3.Construct the Hypothesis based on research (3)*
- 4.Classify the method of collection of primary data. (4)*
- 5.Decide the type of research (5)*
- 6.Design Questionnaire (6)*

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	-	-	2	-	-	-	-	-	2	-	-	-	-	2
CO2	-	-	-	-	-	1	-	-	-	-	-	1	-	-
CO3	1	-	-	-	2	-	-	-	-	1	-	-	-	-
CO4	-	-	-	-	-	-	1	-	-	-	-	-	1	-
CO5	-	1	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	2	-	-	-	1	-	-	1	-	-	-

Subject Name :Production & Total Quality Management (SEM IV)

Unit No.	Syllabus
	Production Management 14(12+2)
I	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.
	Materials Management 16(12+4)
II	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 numeric alon EOQ, Lead Time, Reorder Level, SafetyStock.
	Basics Of Productivity & TQM 16(12+4)
III	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 Fishbone, Applications in Organizations.Simple numeric alon productivity
	Quality Improvement Strategies & Certifications 14(13+1)
IV	Lean Thinking, Kepner Treg or Methodology of problem solving,Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITY ENGINEERING, ISO9000, ISO1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA),Deming’s Application Prize.

**Syllabus of Courses of Bachelor of Management Studies (BMS)
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- | |
|--|
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Corporate Finance

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3. C.B. Mamoria - Personnel Management -
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5. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

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2. Strategic Leadership - Sahu & Bharati - Excel Books
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1. Information Technology for Management, 6TH ED (With CD)
2. By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
3. Microsoft Office Professional 2013 Step by Step
4. By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
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10. Electronic Commerce-Technologies & Applications.
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1. Environment Management, N.K.Uberoi, Excel Books, Delhi
2. Environmental Management-Text Cases, Bala Krishna moorthy, 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, Haran and Publication
4. Entrepreneurial Development in India–Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship –Human Diagnostics

Accounting for Managerial Decisions

1. Srivastava RM, Essentials of Business Finance, Himalaya Publications
2. Anthony RN and Reece JS. Accounting Principles, Homewood Illinois, Richard D. Irvin
3. Bhattacharya SK and Dearden.-Accounting for Management. Text and Cases, New Delhi.
4. Hingorani Landrum Ananthan AR-Management Accounting, New Delhi
5. Ravi M.Kishore, Advanced management Accounting, Taxmann, New Delhi
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7. Gupta, SP-Management Accounting, Sahitya Bhawan, Agra.

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1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
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3. Christensen, Andrews Dower: Business Policy-Text and Cases
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Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester IV
with effect from the Academic Year 2022-2023

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1. Dr.Girish Jakhotiya–Strategic Financial Management
2. Lall,B.M.and Jain, I.C.–Cost Accounting:Principles and Practice, Prentice Hall, Delhi
3. Welsch,GlennA.,RonaldW. Hilton and Paul N.Gordon–Budgeting, Profit and Control, Prentice Hall, Del
4. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

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2. Clow, KennethE; Baack, DonaldE“Integrated Advertising Promotion and Marketing Communication”,Pearson Edu 2014
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3. Arora,R.C.:Integrated Rural Development
4. Raj gopal:Managing Rural Business
5. Gopala swamy,T .P.:Rural Marketing

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1. Bhattacharya D.K, Human Resource Planning, Excel Books.
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3. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
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5. Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.
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Training & Development in HRM

1. Brinkerhoff, Robert., Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey Bass, San Francisco.
2. Craig, Robert L. Training and Development Handbook., 3rd ed. 1987. McGraw Hill, New York
3. Employee Training And Development - Raymond Noe
4. Every Trainer's Handbook - Devendra Gochia
5. 360 Degree Feedback, Competency Mapping And Assessment Centre - Radha Sharma
6. Training And Development - S.K. Bhatia.

Information Technology in Business Management-II

1. Information Technology for Management, 6THED (With CD)
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
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Foundation Course-IV-Ethics & Governance

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

BusinessResearchMethods

1. Research for Marketing Decisions Paul.Green, DonaldS.Tull
2. Marketing Research-Text and Cases Harper W. Boyd Jr.Ralph Westfall.
3. Research methodology in Social Sciences ,O.R.Krishna swamy, Himalaya Publication
4. Business Research Methods, Donald RCooper, Pamela Schindler, Tata McGraw Hill
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6. Statistics For Management,Levin and Rubin,Prentice Hall.
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Production&TotalQualityManagement

1. Production and Operations Management :R.Paneer selvam
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
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7. JohnS.Oakland,"TQM:Text with Cases",Butter worth-Heinemann
8. DavidJ.Sumanth,"Total Productivity Management (TPmgt): A systematic and quantitative approach compete in quality,price and time",St.Lucie Press

Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 40% marks and the second component will be the Semester-wise End Examination component carrying 60% marks. The allocation of marks for the Internal Assessment and Semester End Examinations Will be as shown below:-

A) Internal Assessment:40%

● Internal Evaluation System

Evaluation System	Details	Marks
Continuous Internal Assessment	WrittenTest/ OnlineTest	20
	Seminar / PPT Presentation / Hands on Approach /FieldVisits	10
	Case Study/Situation Analysis/Project Group Discussion	10
	Total	40

● Written Test(20 Marks)

Question Paper Pattern

Internal Examination

N.B.A.All Questions Are compulsory.

Question No.	Particular	Marks
Q-1	Match the Column/Fill in the Blanks/ True or False/ Multiple Choice Questions	05Marks
Q-2	Answer in One or Two Lines(Concept based Questions)(01 Mark each)	05Marks
Q-3	Answer In Brief(Attempt Any Two of theThree) (05 Marks each) A) B) C)	10Marks

● Online Test(20 Marks)

Question Paper Pattern

Internal Examination

N.B.A.All Questions Are compulsory.

Question No.	Particular	Marks
Q 1 to 20	Match the Column/Fill in the Blanks/True or False/Multiple Choice Questions	20Marks

B) Semester End Examination:60%

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 E to pass a particular semester Learner will be said to have passed course of the learner passes the Internal Assessment and Semester End Examination Together.

(Detail Question Paper pattern has been given separately)

Question Paper Pattern(Theoretical Courses)

Maximum Marks: 60

Questions to be set: 04

Duration:2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question Paper Pattern(Practical Courses)

Maximum Marks: 60

Questions to be set: 04

Duration:2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No.	Particular	Marks
Q-1	A)Practical Questions	08Marks
	B)Practical Questions	07Marks
	OR	
Q-1	P)Practical Questions	15Marks
Q-2	A)Practical Questions	08Marks
	B)Practical Questions	07Marks
	OR	
Q-2	P)Practical Questions	15Marks
Q-3	A)Practical Questions	08Marks
	B)Practical Questions	07Marks
	OR	
Q-3	P)Practical Questions	15Marks
Q-4	Objective Questions	
	A) Sub Questions to be asked 10 and to be answered any 08	08Marks
	B) Sub Questions to be asked 10 and to be answered any	07Marks
	07(*Multiple choice /True or False/Match the columns/ Fill in the blanks)	

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory questions may be asked.

SR NO	SEMESTER	SUBJECT NAME	CIA(40 Marks)	
1	SEM III	Basics of Financial Services	Written Test	20 Marks
			Presentation	10 Marks
			Project	10 Marks
2		Corporate Finance	Written Test	20 Marks
			Board work	10 Marks
			Class Assignment	10 Marks
3		Consumer Behavior	Written Test	20 Marks
			PPT	10 Marks
			Case Study	10 Marks
4		Advertising	Written Test	20 Marks
			Field Visit	10 Marks
			Punchline designing	10 Marks
5		Recruitment & Selection	Written Test	20 Marks
			Job Profile Analysis	10 Marks
			Selection Procedure	10 Marks
6		Motivation & Leadership	Written Test	20 Marks
			Case Study	10 Marks
			Home Assignment	10 Marks
7		IT in Business Management-I	Written Test	20 Marks
			PPT	10 Marks
			Practical	10 Marks
8		Foundation Course (Environmental Management)-III	Written Test	20 Marks
			Best out of waste Project	10 Marks
				10 Marks
9		Business Planning & Entrepreneurial Management	Written Test-	20 Marks
			Schemes for Entrepreneurs-	10 Marks
			Business Plan-	10 Marks
10		Strategic Management	Written Test	20 Marks
			SWOT analysis	10 Marks
			Strategy Analysis	10 Marks
11		Accounting for Managerial decisions	Written Test	20 Marks
			Boardwork	10 Marks
			Class Assignment	10 Marks

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SR NO	SEMESTER	SUBJECT NAME	CIA (40 Marks)	
1	SEM IV	Auditing	Written Test	20 Marks
			Presentation	10 Marks
			Project	10 Marks
2		Strategic Cost Management	Written Test	20 Marks
			Boardwork	10 Marks
			Home Assignment	10 Marks
3		Integrated Marketing Communication	Written Test	20 Marks
			Home Assignment	10 Marks
			Field visit	10 Marks
4		Rural Marketing	Written Test	20 Marks
			Case Study	10 Marks
			PPT	10 Marks
5		HRP & IS	Written Test	20 Marks
			Case Study	10 Marks
			Home Assignment	10 Marks
6		Training & Development in HRM	Written Test	20 Marks
			Case Study	10 Marks
			Home Assignment	10 Marks
7		IT in Business Management–II	Written Test	20 Marks
			PPT	10 Marks
			Practical	10 Marks
8		Foundation Course(Ethics & Governance)–IV	Written Test	20 Marks
			Project	10 Marks
			Home Assignment	10 Marks
9		Business Economics-II	Written Test	20 Marks
			Presentation	10 Marks
			Case studies	10 Marks
10		Business Research Methods	Written Test	20 Marks
			PPT	10 Marks
			Mini Project	10 Marks
11		Production & Total Quality Management	Written Test	20 Marks
			PPT	10 Marks
			Home Assignment	10 Marks

