



Malad Kandivli Education Society's

## NAGINDAS KHANDWALA COLLEGE

OF COMMERCE, ARTS & MANAGEMENT STUDIES  
AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE

(Re-accredited (3<sup>rd</sup> cycle) by NAAC with 'A' Grade)  
ISO 9001 : 2015 Certified

Autonomous (2016-17)

Educational Excellence Award By Indus Foundation, U.S.A.  
IMC Ramkrishna Bajaj National Quality Commendation Certificate

Providing Syllabus copy of the courses highlighting the focus on employability/  
entrepreneurship/ skill development along with their course outcomes.

Sr. No.	Courses	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1	Bachelor of Commerce (B.COM)	✓	✓	✓	✓	✓	5
2	Bachelor of Arts (B.A)	✓	✓	✓	✓	✓	5
3	Bachelor in Management Studies- (BMS)	✓	✓	✓	✓	✓	5
4	Bachelor of Commerce (Accounts and Finance)- BAF	✓	✓	✓	✓	✓	5
5	Bachelor of Commerce (Banking and Insurance)-BBI	✓	✓	✓	✓	✓	5
6	Bachelor of Commerce (Financial Markets)- BFM	✓	✓	✓	✓	✓	5
7	Bachelor of Science - Information Technology (B.Sc IT)	✓	✓	✓	✓	✓	5
8	Bachelor of Science- Computer Science(B.Sc CS)	✓	✓	✓	✓	✓	5
9	Bachelor of Arts- Multimedia and Mass Communication (B.A.MMC)	✓	✓	✓	✓	✓	5
10	Bachelor of Management Studies- Sports Management (BMS-SM)	X	X	✓	✓	✓	3
11	B. Com. Honours in Actuarial Studies	X	X	X	✓	✓	2
12	B.A. Honours in Apparel Design and Construction	X	X	X	✓	✓	2
13	B. Com. Honours in International Accounting	X	X	X	✓	✓	2
14	Bachelor of Management Studies- E commerce operations	X	X	X	X	✓	1
15	B.Sc. (Honours) in Integrative Nutrition & Dietetics	X	X	X	X	✓	1
16	BBA in Tourism and Travel Management	X	X	X	X	✓	1
17	B.Sc. in Interior Design	X	X	X	X	✓	1
18	Master Of Commerce-(M.COM)- Accountancy	✓	✓	✓	✓	✓	5
19	Master Of Commerce-(M.COM)- Management						
20	Master of Arts (Economics)	✓	✓	✓	✓	✓	5
21	Master of Arts (Geography)	✓	✓	✓	✓	✓	5
22	Master of Arts (Psychology)	X	X	X	✓	✓	2
23	Master of Science (Information Technology) (M.Sc IT)	✓	✓	✓	✓	✓	5
24	Master's Degree - Sports Management (MSM)	X	X	✓	✓	✓	3
25	Master of Science (Geo-informatics) (M.Sc GeoInformatics)	X	X	X	X	✓	1
							84

*Moushumi Datta*

Prof. (Dr.) Moushumi Datta  
I/c. Principal

# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester III*  
Under Autonomy**

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

**PRINCIPAL**  
NAGINDAS KHANDWALA COLLEGE OF COMMERCE  
ARTS & MANAGEMENT STUDIES AND SHANTABEN  
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(AUTONOMOUS)  
MALAD (W), MUMBAI - 400 084

## *Elective Courses (EC) Group*

### *B. Marketing Electives*

## **1. Advertising**

### *Modules at a Glance*

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
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
<b>Total</b>		<b>60</b>

#### **Objectives:**

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

#### **Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts in innovation management. (Level: Understand)

**CO2:** Apply the managerial aspects of innovation. (Level: Apply)

**CO3:** Contrast between product, process and new product strategy. (Level: Analyze)

**CO4:** Demonstrate an understanding of diffusion of innovation process. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Introduction to Advertising</b>
	<ul style="list-style-type: none"> <li>• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</li> <li>• Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</li> <li>• Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</li> <li>• 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</li> <li>• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</li> </ul>
2	<b>Strategy and Planning Process in Advertising</b>
	<ul style="list-style-type: none"> <li>• Advertising Planning process &amp; 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</li> <li>• Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</li> </ul> <p><b>Advertising Agencies(Employability)</b></p> <ul style="list-style-type: none"> <li>• – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</li> </ul>
3	<b>Creativity in Advertising</b>



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- 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–(Skill Development)** 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: (Skill Development)** 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



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Sr. No.	Modules / Units
4	<b>Budget, Evaluation, Current trends and careers in Advertising</b>
	<ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</li> <li>• 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</li> <li>• 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</li> </ul> <p><b>Careers in Advertising: (Employability)</b></p> <p>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>

#### Reference Books:

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 "Inetegrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
7. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006



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# Nagindas Khandwala College



**Revised Syllabus  
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Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
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*Semester IV*  
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## *Elective Courses (EC) Group A. Finance Electives*

### **Auditing**

#### *Modules at a Glance*

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Auditing	15
2	Audit Planning, Procedures and Documentation	15
3	Auditing Techniques and Internal Audit Introduction	15
4	Auditing Techniques: Vouching & Verification	15
<b>Total</b>		<b>60</b>

#### **Objectives:**

1. To enable students get acquaint with the various concepts of auditing.
2. To ensure students understand and practice the various techniques of auditing while managing their finances.

#### **Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of auditing. (Level: Understand)

**CO2:** Apply procedure of auditing. (Level: Apply)

**CO3:** Analyze the auditing techniques. (Level: Analyse)

**CO4:** Demonstrate the techniques of vouching and verification. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Introduction to Auditing</b>
	<p><b>Basics</b> – 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.</p> <p><b>Errors &amp; Frauds</b> – 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><b>Principles of Audit</b> – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting (Skill Development)</p> <p><b>Types of Audit</b> – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit</p>
2	<b>Audit Planning, Procedures and Documentation</b>
	<p><b>Audit Planning</b> – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach.</p> <p><b>Audit Program</b> – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before commencing Work, Overall Audit Approach</p> <p><b>Audit Working Papers</b> - 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><b>Audit Notebook</b> – Meaning, structure, Contents, General Information, Current Information, Importance</p>
3	<b>Auditing Techniques and Internal Audit Introduction</b>



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**Test Check** - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.

**Audit Sampling** - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample

**Internal Control (Skill Development)**

- 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

**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



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Sr. No.	Modules / Units
4	<b>Auditing Techniques: Vouching &amp; Verification</b>
	<p><b>Audit of Income</b> - 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><b>Audit of Expenditure</b> - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense</p> <p><b>Audit of Assets Book Debts / Debtors, Stocks</b> -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures</p> <p><b>Audit of Liabilities</b> - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities</p>

**Reference Books:**

1. CA Surbhi Bansal – Audit and Assurance
2. Taxmann – Auditing
3. Dr.SMeenakumari – Fundamentals of Auditing
4. Baldev Sachdeva&Jagwant Singh Pardeep Kumar – Auditing theory & Practice.



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester III*  
Under Autonomy**

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

**Programme at Semester III**

**with Effect from the Academic Year 2017-2018**

**Core Courses (CC)  
Accounting for Managerial Decisions**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Analysis and Interpretation of Financial statements	15
2	Ratio analysis and Interpretation	15
3	Cash flow statement	15
4	Working capital	15
<b>Total</b>		<b>60</b>

**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

**Course Outcomes:**



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After completion of this course the learner will be able to:


**CO1:** Analyse and Interpret financial statements. (Level: Analyse)

**CO2:** Calculate ratios and interpret their results (Level: Analyse)

**CO3:** Prepare cash flow statements. (Level: Apply)

**CO4:** Apply working capital and receivables management. (Level: Apply)

Sr. No.	Modules / Units
1	<b>Analysis and Interpretation of Financial statements</b>
	<p>Study of balance sheet of limited companies schedule VI-. (Skill Development)</p> <ul style="list-style-type: none"> <li>• Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies</li> <li>• Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend Analysis, Comparative Statement &amp; Common Size.</li> </ul>
2	<b>Ratio analysis and Interpretation</b>
	<ul style="list-style-type: none"> <li>• <b>Ratio analysis and Interpretation</b>(based on vertical form of financial statements)including conventional and functional classification restricted to:</li> <li>• <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>• <b>Revenue statement ratios:</b> Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</li> <li>• <b>Combined ratios:</b> 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,</li> <li>• <b>Different modes of expressing ratios:-</b>Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.</li> </ul>
3	<b>Cash flow statement</b>
	Preparation of cash flow statement(Accounting Standard-3(revised))
4	<b>Working capital</b>
	<ul style="list-style-type: none"> <li>• <b>Working capital</b>-Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</li> <li>• <b>Receivables management</b>-Meaning &amp; Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</li> </ul>



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**Reference Books:**

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



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Course Code :	Course	Hrs. of Instruction/ week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1611UMSBC	Part 1: Business Communication – I	3	2 ½ hrs	25	75	100	3

### Objectives:

1. The course is designed to analyze the role of communication in business.
2. The course intends to give hands on experience on Language and writing skills.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Demonstrates an understanding of the methods and modes of communication.

(Level: Understand)

**CO2:** Illustrate ability in writing business and personal letters. (Level: Apply)

**CO3:** Analyse different modes of communication. (Level: Analyse)

**CO4:** Prepare reports and paragraphs on a given situation. (Level: Apply)

Sr. No.	Modules / Units
1	<b>Theory of Communication</b>
	<p><b>Concept of Communication:</b> Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication</p> <p><b>Channels and Objectives of Communication: Channels-</b></p> <p>Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p><b>Objectives of Communication:</b> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given)</p> <p><b>Methods and Modes of Communication:</b> Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal</p>

	<p>Communication, Business Etiquette</p> <p>Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax]</p> <p>Computers and E- communication Video and Satellite Conferencing</p>
2	<p><b>Obstacles to Communication in Business World</b></p> <p><b>Problems in Communication /Barriers to Communication:</b></p> <p>Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers</p> <p><b>Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4 (Skill Development)</b></p> <p><b>Introduction to Business Ethics:</b></p> <p>Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility</p> <p>Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices:</p> <p>Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste,</p> <p>Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace</p> <p>Piracy, Insurance, Child Labour</p>
3	<p><b>Business Correspondence</b></p> <p><b>Theory of Business Letter Writing:</b></p> <p>Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing,</p> <p><b>Personnel Correspondence:</b> Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation</p> <p>[Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]</p>

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4	<p><b>Language and Writing Skills</b></p> <p><b>Commercial Terms used in Business Communication</b></p> <p><b>Paragraph Writing: (Skill Development)</b></p> <p>Developing an idea, using appropriate linking devices, etc. Cohesion and Coherence, self-editing, etc. [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Listening Comprehension</li> <li>▪ Remedial Teaching</li> </ul> <p><b>Speaking Skills: Presenting a News Item, Dialogue and Speeches (Skill Development)</b></p> <p><b>Paragraph Writing:</b> Preparation of the first draft, Revision and Self – Editing, Rules of spelling.</p> <p><b>Reading Comprehension:</b> Analysis of texts from the fields of Commerce and Management</p>
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Reference Books
<p><b>Business Communication - Paper I</b></p> <ul style="list-style-type: none"> <li>• Agarwal, AnjuD(1989) <i>A Practical Handbook for Consumers</i>, IBH.</li> <li>• Alien, R.K.(1970) <i>Organisational Management through Communication</i>.</li> <li>• Ashley,A(1992) <i>A Handbook Of Commercial Correspondence</i>, Oxford University Press.</li> <li>• Aswalthapa, K (1991)<i>Organisational Behaviour</i>, Himalayan Publication, Mumbai.</li> <li>• Atreya N and Guha (1994) <i>Effective Credit Management</i>, MMC School of Management, Mumbai.</li> <li>• Bahl,J.C. and Nagamia,S.M. (1974) <i>Modern Business Correspondence and Minute Writing</i>.</li> <li>• Balan,K.R. and Rayudu C.S. (1996) <i>Effective Communication</i>, Beacon New Delhi.</li> <li>• Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) <i>How to Write First Class Business Correspondence</i>, N.T.C. Publishing Group USA.</li> <li>• Banerjee, Bani P (2005) <i>Foundation of Ethics in Mangement Excel Books 10.Businessworld Special Collector's Issue: Ethics and the Manager</i></li> <li>• Barkar, Alan(1993) <i>Making Meetings Work</i>, Sterling Publications Pvt. Ltd., New Delhi.</li> <li>• Basu,C.R.(1998) <i>Business Organisation and Management</i>, T.M.H.New Delhi.</li> <li>• Benjamin, James (1993) <i>Business and Professional Communication Concepts and Practices</i>, Harper Collins College Publishers, New York.</li> <li>• Bhargava and Bhargava91971) <i>Company Notices, Meetings and Regulations</i></li> <li>• Black, Sam (1972) <i>Practical Public Relations</i>, E.L.B.S. London.</li> <li>• BoveeCourtland,L and Thrill, John V(1989) <i>Business Communication</i>, Today McGraw Hill, New York, Taxman Publication.</li> </ul>

  
**PRINCIPAL**  
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 MALAD (W), MUMBAI - 400 034

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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
  
(Department Of Management Studies) First Year  
*Semester II*  
Under Autonomy  
*(To be implemented from Academic Year- 2017-2018)***

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(AUTONOMOUS)  
MALAD (W), MUMBAI - 400 084

Course Code :	Course	Hrs. of Instruction/ week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1621UMSBC	Part 1 Business Communication - II	3	2 ½ hrs	25	75	100	3

**Objectives:**

1. The course is designed to analyze the role of communication in business.
2. The course intends to give hands on experience on Language and writing skills.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Apply principles of effective presentation. (Level: Apply)

**CO2:** Describe various methods of group communication. (Level: Understand)

**CO3:** Prepare trade letters. (Level: Apply)

**CO4:** Write reports and prepare summaries. (Level: Apply)

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Sr. No.	Modules / Units
1	<b>Reading and Presentation Skills</b>
	<p><b>Reading Skills for Effective Business Communication:</b>  Introduction  What is reading?  Types of Reading  SQ3R technique of Reading</p> <p><b>Presentations:</b>  Principles of Effective Presentation  How to make a Power-Point Presentation (Skill Development)  Making an Effective Presentation</p>
2	<b>Group Communication</b>
	<p><b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <p><b>Meetings:</b> Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</p> <p><b>Conference:</b> Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</p> <p><b>Public Relations:</b> (Skill Development)  Meaning, Functions of PR Department, External and Internal Measures of PR</p>
3	<b>Business Correspondence</b>
	<p><b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</p> <p><b>Only following to be taught in detail:</b> - Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>[Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory]</p>
4	<b>Language and Writing Skills</b>

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**Reports:** Parts, Types, Feasibility Reports, Investigative Reports

**Summarization:** Identification of main and supporting/sub points Presenting these in a cohesive manner

Social Media and Communication:

How Is Social Media Affecting Communication

Understanding Facebook and Twitter as new ways of communication.

How to tweet on Twitter

Tips for more Effective tweets

### Reference Books

#### Business Communication - Paper II

- garwal, AnjuD(1989) *A Practical Handbook for Consumers*, IBH.
- Alien, R.K.(1970) *Organisational Management through Communication*.
- Ashley,A(1992) *A Handbook Of Commercial Correspondence*, Oxford University Press.
- Aswalthapa, K (1991)*Organisational Behaviour*, Himalayan Publication, Mumbai.
- Atreya N and Guha (1994) *Effective Credit Management*, MMC School of Management, Mumbai.
- Bahl,J.C. and Nagamia,S.M. (1974) *Modern Business Correspondence and Minute Writing*.
- Balan,K.R. and Rayudu C.S. (1996) *Effective Communication*, Beacon New Delhi.
- Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) *How to Write First Class Business Correspondence*, N.T.C. Publishing Group USA.
- Banerjee, Bani P (2005) *Foundation of Ethics in Mangement Excel Books 10.Businessworld Special Collector's Issue: Ethics and the Manager*
- Barkar, Alan(1993) *Making Meetings Work*, Sterling Publications Pvt. Ltd., New Delhi.
- Basu,C.R.(1998) *Business Organisation and Management*, T.M.H.New Delhi.
- Benjamin, James (1993) *Business and Professional Communication Concepts and Practices*, Harper Collins College Publishers, New York.
- Bhargava and Bhargava(1971) *Company Notices, Meetings and Regulations*
- Black, Sam (1972) *Practical Public Relations*, E.L.B.S. London.
- BoveeCourtland,L and Thrill, John V(1989) *Business Communication*, Today McGraw Hill, New York, Taxman Publication.
- Burton, G and Thakur, (1995) *Management Today- Principles and Practices*. T.M.H.,New Delhi.
- Darrow, Richard, Forstal, Dan and Coolman, Aubrey (1967) *Public Relations Handbook*, TheDartwell Co., Chicago.
- Dayal, Ishwar(1981) *Managing Large Organizations: A Comparative Study*.
- Drucher,P.F.(1970) *Technology, Management and Society*, Pan Books London.
- Drucher,P.F.(1974)*Management Responsibilities Practices*, Heinemann, London. 22.Eyre, E.C. (1985) *Effective Communication Made Simple*, Rupa and Co.Calcutta.
- Murthy, D.(2013) *Twitter: Social Communication in the Twitter Age*, USA, Wiley.

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# Nagindas Khandwala College



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Semester II  
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ARTS & MANAGEMENT STUDIES AND SHANTABEN  
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Course Code	Course	Hrs. of Instruction / week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1724UMSPECO	Core 2: Business Economics – 1	3	2 ½ hrs	25	75	100	3

**Objectives:**

1. To familiarize the students with elementary Principles of Economics and Business Economics.
2. To apply business analysis to the “firm” under different market conditions.
3. To apply economic models to examine current economic scenario and evaluate policy options for addressing economic issues.
4. To gain understanding of some Macroeconomic concepts to improve their ability to understand the business climate.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Explain the basic concepts of business economics. (Level: Understand)

**CO2:** Demonstrate an understanding of demand, supply and production decisions. (Level: Apply)

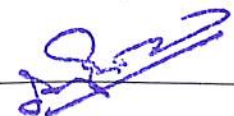
**CO3:** Compute the cost of production. (Level: Apply)

**CO4:** Compare and contrast the different types of market structures. (Level: Analyse)

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Sr. No.	Modules / Units
1	<b>Introduction</b>
	<p><b>Scope and Importance of Business Economics</b> - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of <b>Marginal analysis in decision making, (Skill Development)</b> The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</p>
2	<b>Demand Analysis</b>
	<p><b>Demand Function</b> - nature of demand curve under different markets</p> <p>Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts</p> <p><b>Demand estimation and forecasting:</b> Meaning and significance - methods of demand estimation: survey and statistical methods (<i>Numerical illustrations on trend analysis and simple linear regression</i>)</p>
3	<b>Supply and Production Decisions and Cost of Production</b>
	<p><b>Production function:</b> short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale.</p> <p><b>Cost concepts:</b> Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (<i>hypothetical numerical problems to be discussed</i>),</p> <p>LAC and Learning curve - Break even analysis (<i>with business applications</i>)</p>
4	<b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b>
	<p>Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly</p> <p><b>Monopolistic competition:</b> Equilibrium of a firm under monopolistic competition, debate over role of advertising</p>



*(Topics to be taught using case studies from real life examples)*

**Oligopolistic markets:** key attributes of oligopoly - Collusive and non-collusive oligopoly market - Price rigidity - Cartels and price leadership models

*(With practical examples)*

Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing

*(Case studies on how pricing methods are used in business world)*

### Reference Books

#### Principles of Marketing

- Kotlar, Philip, *Marketing Management*, Prentice Hall, New Delhi.
- Stanton, Etzel, Walker, *Fundamentals of Marketing*, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, *Marketing Management*, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., *Basic Marketing: A managerial approach*, Irwin, New York.
- Pillai R S, Bagavathi, *Modern Marketing*



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

**1. Basics of Financial Services**  
**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
<b>Total</b>		<b>60</b>

**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.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of financial system. (Level: Understand)

**CO2:** Appraise Commercial Banks, RBI and Development Banks. (Level: Analyse)

**CO3:** Explain the concepts of Insurance. (Level: Understand)

**CO4:** Demonstrate understanding of mutual funds. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Financial System:</b>
	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 <ul style="list-style-type: none"> <li>Financial System(Overview of SEBI and RBI-Role and Importance as regulators).</li> </ul>
2	<b>Commercial Banks, RBI And Development Banks</b>
	<ul style="list-style-type: none"> <li><b>Concept of Commercial Banks-</b> Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.</li> <li><b>Reserve Bank of India-</b>Organisation &amp; Management, Role And Functions</li> <li><b>Development Banks-</b>Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.</li> </ul>
3	<b>Insurance:</b>
	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 (Employability)
4	<b>Mutual Funds:</b>
	<ul style="list-style-type: none"> <li>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. (Employability)</li> </ul>

#### Reference Books:

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.



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# Nagindas Khandwala College



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*Semester I*  
  
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Course Code	Course	Hrs. of Instruction /Week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1616UMSBL	DSE-Core 2: Business Law	3	2 <sup>1/2</sup> Hours	25	75	100	3

**Objectives:**

1. To understand the key elements of Contract Act.
2. To provide insights into company Law and Intellectual Property Rights (IPR).
3. To provide student with basic understanding of Business Law.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Discuss the Contract Act, 1872 and Goods Act, 1930. (Level: Understand)

**CO2:** Apply the Consumer Protection Act, 1986. (Level: Apply)

**CO3:** Describe the Company Law. (Level: Understand)


**CO4:** Explain the Intellectual property Rights. (Level: Understand)

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

  
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## Reference Books

### Business Law

- *Elements of mercantile Law- N.D. Kapoor*
- *Business Law- P.C. Tulison*
- *Business Law – SS Gulshan*
- *Company Law – Dr. Avtar Singh*
- *Law of Intellectual Property – V.K Taraporevala*
- *Elements of mercantile Law – N.D.Kapoor*
- *Business Law – P.C. Tulsian*
- *Business Law – SS Gulshan*
- *Company Law – Dr.Avtar Singh*
- *Indian contract Act – Dr.Avtar Singh*



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Course Code	Course	Hrs. of Instruction/ week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1627UMSBM	DSE 3: Business Mathematics	3	2 ½ hrs	25	75	100	3

**Objectives:**

1. Mathematics is an important part of managing business. Business mathematics is used by commercial enterprises to record and manage business operations.
2. Commercial organizations use mathematics in accounting, inventory management, marketing, sales forecasting, and financial analysis.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Illustrate understanding of elementary mathematics. (Level: Apply)

**CO2:** Explain matrices and determinants. (Level: Understand)

**CO3:** Describe the application of derivatives. (Level: Apply)

**CO4:** Understand numerical analysis. (Level: Understand)



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Sr.No.	Modules / Units
1	<b>Elementary Financial Mathematics</b>
	<p><b>Simple and Compound Interest:</b> Interest Compounded once a year, more than once a year, continuous, nominal and effective rate of interest</p> <p><b>Annuity:</b> Present and future value-sinking funds</p> <p><b>Depreciation of Assets:</b> Equated Monthly Installments (EMI) using flat interest rate and reducing balance method.</p> <p><b>Permutation and Combination:</b> (Simple Problems to be solved with the calculator only)</p>
2	<b>Matrices and Determinants</b>
	<p><b>Determinants of a Matrix of order two or three:</b> Properties and Results of Determinants, Solving a system of linear equations using Cramer's Rule.</p> <p><b>Matrices:</b> Some important definitions and some important results, Matrix operation (Addition, Scalar Multiplication, Matrix Multiplication, Transpose of a Matrix), Inverse of a Matrix (Up to Order Three) using ad-joint of a matrix and matrix inversion method, Application of Matrices in Decision Making</p> <p><b>Case study:</b> Input Output Analysis (Skill Development)</p>
3	<b>Derivatives and Application of Derivatives</b>
	<p><b>Functions:</b> Algebraic function and the Functions used in business and Economics, Break Even and Equilibrium Point</p> <p><b>Introduction and Concept:</b> Derivatives of Constant Function, Logarithmic Functions, Polynomial and Exponential Function.</p>
	<p><b>Functions:</b> Algebraic function and the Functions used in business and Economics, Break Even and Equilibrium Point</p> <p><b>Introduction and Concept:</b> Derivatives of Constant Function, Logarithmic Functions, Polynomial and Exponential Function.</p> <p><b>Rules of Derivatives:</b> Addition, Multiplication, Quotient, Second Order Derivatives</p> <p><b>Application of Derivatives:</b> (Skill Development)</p>



**PRINCIPAL<sub>3</sub>**  
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	Maxima, Minima, Average Cost and Marginal Cost, Total Revenue, Marginal Revenue, Average Revenue, Average and Marginal Profit, Price Elasticity of Demand
4	<b>Numerical Analysis (Interpolation)</b>
	<p><b>Introduction and Concept:</b> Finite Differences – Forward Difference Operator – Newton’s Forward Difference Formula with simple examples</p> <p>Backward Difference Operator – Newton’s Backward Interpolation Formula with simple examples</p>

<b>Reference Books</b>	
<b>Business Mathematics</b>	
<ul style="list-style-type: none"> <li>• Business Mathematics and Statistics Dr. S.R.Arora &amp; Dr.Kavita Gupta</li> <li>• Quantitative Analysis for Management Barry Render, Ralph Stair, Michael Hanna, T.N.Badri</li> <li>• Quantitative Techniques in Management - N.D.Vohra</li> <li>• Mathematics for Economics and Finance, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.</li> <li>• Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand &amp; Sons Publications, 2006.</li> <li>• Business Mathematics, J.K. Singh, 2009,Himalaya Publishing House.</li> <li>• Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGraw Hill Publishing Company Ltd.</li> <li>• Mathematics of Finance 2nd Edition Schaum’s Outline Series Peter Zima, Robert Browns Tata McGraw Hill Publishing Company Ltd</li> <li>• Business Mathematics by Dr.Amarnath Dikshit &amp; Dr.Jinendra Kumar Jain</li> <li>• Business Mathematics by Bari - New Literature publishing company, Mumbai</li> <li>• Mathematics for Economics and Business, RS Bhardwaj, 2010,Excel Books</li> <li>• Business Mathematics, Zameerudin, Qazi, V.K. Khanna&amp; S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi</li> </ul>	



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MALAD (W), MUMBAI - 400 064

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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester III & Semester IV*  
Under Autonomy**

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

  
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(AUTONOMOUS)  
MALAD (W), MUMBAI - 400 034**

### 3. Core Courses (CC)

## 5. Business Planning & Entrepreneurial Management

### 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
<b>Total</b>		<b>60</b>

#### Objectives:

1. Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2. To develop entrepreneurs and to prepare students to take the responsibility of full line of management function of a company.

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Demonstrate an understanding for entrepreneurial development. (Level: Understand)

**CO2:** Classify the various types of entrepreneurs. (Level: Understand)

**CO3:** Analyse a business plan. (Level: Analyse)

**CO4:** Employ the steps involved in starting a business venture. (Level: Apply)





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



**Steps involved in starting of Venture (Skill Development)**

- Institutional support to an Entrepreneur
- 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

**Reference Books:**

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



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester IV*  
Under Autonomy**

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

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**3. Core Courses (CC)**  
**5. Business Research Methods**  
**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
<b>Total</b>		<b>60</b>

**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.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Describe the research concepts. (Level: Understand)

**CO2:** Apply the research process for business decisions. (Level: Apply)

**CO3:** Analyse the probability and non-probability methods of sampling. (Level: Analyse)

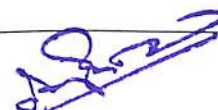
**CO4:** Write a research report. (Level: Apply)



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



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- |   |
|---|
| <ul style="list-style-type: none"><li>• 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</li><li>• Ethics and research</li><li>• Objectivity, Confidentiality and anonymity in Research</li><li>• Plagiarism</li></ul> |
|---|

**Reference Books:**

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



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
  
(Department Of Management Studies) First Year  
*Semester I*  
  
Under Autonomy  
  
*(To be implemented from Academic Year- 2017-2018)***

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Course Code	Course	Hrs. of Instruction /Week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1617UMSBS	DSE-Allied 1: Business Statistics	3	2 <sup>1/2</sup> Hours	25	75	100	3

**Objectives:**

1. To acquaint the learners with various concepts of Statistics.
2. To understand the various methods and techniques of Statistics.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Demonstrates an understanding of the concepts of Business Statistics.  
(Level: Understand)

**CO2:** Solve problems related to measures of central tendency, dispersion, co-relation and linear regression. (Level: Apply)

**CO3:** Prepare time series by various methods. (Level: Apply)

**CO4:** Describe probability distribution and decision making. (Level: Understand)



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Sr.No.	Modules / Units
1	<b>Introduction to Statistics</b>
	<p><b>Origin and Growth of Statistics:</b> Statistics Science of Arts, Functions of Statistics, Importance of Statistics, Application of Statistics and Limitations of Statistics.</p> <p><b>Collection of Data:</b> Relevance of Data (Current Scenario), Type of Data (Primary &amp; Secondary), Primary (Census vs Samples), Method of Collection Primary Data, Drafting a Questionnaire, Sources of Secondary Data. Sampling and Methods of Sampling.</p> <p><b>Presentation of Data:</b> Classification – Frequency Distribution –Discrete &amp; Continuous, Tabulation, Graph (Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</p> <p><b>Measures Of Central Tendency:</b>Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency</p>
2	<b>Measures of Dispersion, Co-Relation and Linear Regression</b>
	<p><b>Measures of Dispersion:</b> Range with C.R (Co-Efficient of Range), Quartiles deviation with CQ (Co-Efficient of Quartiles), Mean Deviation from mean with CMD (Co-Efficient of Mean Deviation), Standard Deviation with CV (Co-Efficient of Variance), Skewness and Kurtosis, Problems based on Skewness and Kurtosis.</p> <p><b>Co-Relation:</b> Concept, Application of Correlation, Scatter Diagram, Karl Pearson's Product Moment Coefficient, and Spearman's Rank Co-Relation Coefficient.</p> <p><b>Linear Regression: (Skill Development)</b></p> <p>Concept. Application, Least Square Method, Usage in Forecasting</p>
3	<b>Time Series and Index Number</b>
	<p><b>Time Series:</b> Least Square Method, Moving Average Method, Determination of Season</p> <p><b>Index Number:</b> Simple (unweighted) Average Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Number, Base Shifting, Splicing and Deflating, Cost of Living Index Number</p>
4	<b>Probability and Decision Theory</b>
	<p><b>Probability and Probability Distribution:</b> Concept of Sample Space, Concept of Event, Definition of Probability, Addition &amp; Multiplication of Laws of Probability, Conditional Probability, Bayes' Theorem, Expectation &amp; Variance Concept of Probability Distribution,</p>

Mathematical Expectation and Variance, Binomial Distribution, Poisson Distribution and Normal Distribution.

**Decision Theory:** Acts, State of Nature Events, Pay Offs, and Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty.

**Non-Probability:** Maximax, Maximin, Minimax, Regret Laplace & Hurwicz

**Probabilistics (Decision Making under risk): (Skill Development)**

- EMV, EOL, EVPI
- Decision Tree

## Reference Books

### Business Statistics

- *Business Statistics --- C Beri (McGraw Hill)*
- *Statistics for Management - Richard Levin, Davis Rubin*
- *Statistical Methods – S.P.Gupta*
- *Quantitative Analysis for Management – Barry Render, Ralph Stair*
- *Operation Research and Quantitative Techniques – D.P. Apte*
- *Statistics of Management, Richard Levin & David S. Rubin, Printice Hall of India, New Delhi.*
- *Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thompson Publication.*
- *Fundamental of Statistics, S C Gupta, Himalaya Publication House.*
- *Business Statistics, Bharadwaj, Excel Books, Delhi*
- *Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher.*



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester III*  
Under Autonomy**

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

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

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# 1. Consumer Behaviour

## *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
<b>Total</b>		<b>60</b>

### **Objectives:**

1. The objective of the course is to develop an understanding about the consumer decision making process and its applications in marketing function of the 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 analyzing consumer information and using it to create consumer- oriented marketing strategies.

### **Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Apply knowledge of consumer behaviour in marketing. (Level: Apply)

**CO2:** Analyse determinants of consumer behaviour. (Level: Analyse)

**CO3:** Illustrate the cultural Influences on consumer behaviour. (Level: Apply)

**CO4:** Explain the consumer decision making models. (Level: Understand)



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




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**Reference Books:**

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 L and 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



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# Nagindas Khandwala College



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(Department Of Management Studies) Second Year  
*Semester III***

**Under Autonomy**

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

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

**3. Corporate Finance**

**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
<b>Total</b>		<b>60</b>

**Objectives:**

1. The objectives are to throw light on 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.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of corporate finance. (Level: Understand)

**CO2:** Calculate the cost of capital. (Level: Analyse)

**CO3:** Explain time value of money. (Level: Understand)

**CO4:** Demonstrate various ways of mobilization of funds. (Level: Appl)



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Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction To Corporate Finance:</b> Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.</li> <li>• <b>Introduction to ownership securities</b>– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.</li> </ul>
2	<b>Capital Structure and Leverage</b>
	<p>Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. (Skill Development)</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</li> </ul>
3	<b>Time Value of Money</b>
	<ul style="list-style-type: none"> <li>• Introduction to Time Value of Money – compounding and discounting</li> <li>• Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</li> <li>• Importance of Risk and Return analysis in Corporate Finance</li> </ul>
4	<b>Mobilisation of Funds</b>
	<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 &amp; sources of short term Finance Bank Overdraft, Cash Credit, Factoring</p>

**Reference Books:**

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



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# Nagindas Khandwala College



**Revised Syllabus  
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**Elective  
Courses  
Group A.  
Finance  
Electives**

**Corporate Restructuring  
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
<b>Total</b>		<b>60</b>

**Objectives:**

1. The course is designed to make students aware of the new trends in corporate sector for survival and beating completion in the corporate sector.
2. The course intends to give hands on experience and learning in Corporate Restructuring to the learners.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of corporate restructuring. (Level: Understand)

**CO2:** Apply accounting for internal reconstruction. (Level: Apply)

**CO3:** Apply accounting for external reconstruction. (Level: Apply)

**CO4:** Describe the impact of reorganization on a company. (Level: Understand)

Sr. No.	Modules / Units
1	<b>Corporate Restructuring – Introduction and Concepts ( Only Theory)</b>
	<ul style="list-style-type: none"> <li>Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</li> </ul> <p>Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while <b>Planning or Implementing Corporate Restructuring Strategies. (Skill Development)</b> Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale</p>
2	<b>Accounting of Internal Reconstruction ( Practical and theory)</b>
	<p>Need for reconstruction and Company Law provisions, Distinction between <b>internal and external reconstructions(Skill Development)</b> Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of</p> <p>share capital, with relevant legal provisions and accounting treatments for same.</p>
3	<b>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)( Practical and theory)</b>
	<ul style="list-style-type: none"> <li>In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</li> <li>Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</li> </ul>
4	<b>Impact of Reorganization on the Company - An Introduction ( Only Theory)</b>
	<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>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.</li> </ul>

Reference Books:



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1. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa 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



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## *Elective Courses (EC) Group A.*

### *Finance Electives*

## **1. Equity and Debt Market**

### *Modules at a Glance*

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Financial Market	15
2	Dynamics of Equity Market	15
3	Players in Debt Markets	15
4	Valuation of Equity & Bonds	15
<b>Total</b>		<b>60</b>

#### **Objectives:**

1. This paper will enable the students to understand the evolution of various aspects of financial markets which in turn will help them in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis.
2. This paper would prepare students with the foundation for gaining knowledge to perform work as Portfolio Managers and Investment Consultants.
3. This paper would help students to make investment in the stock market arena.

#### **Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Understand the various components of primary and secondary market for Equity in India. (Level: Understand)

**CO2:** Describe the role and functioning of the Equity and Debt Markets, various intermediaries and regulatory bodies in India. (Level: Understand)

**CO3:** Interpret the process of Dealings in Stock Exchanges; both India and Overseas. (Level: Apply)

**CO4:** Design a Portfolio for investment purpose. (Level: Create)



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Sr. No.	Modules / Units
1	<b>Introduction to Financial Market</b>
	<ul style="list-style-type: none"> <li>• <b>Equity market</b> – meaning &amp; definitions of equity share; Growth of Corporate sector &amp; simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India &amp; current position.</li> <li>• <b>Debt market</b> – Evolution of Debt markets in India; Money market &amp; Debt markets in India; Regulatory framework in the Indian Debt market.</li> </ul>
2	<b>Dynamics of Equity Market</b>
	<ul style="list-style-type: none"> <li>• <b>Primary:</b> <ol style="list-style-type: none"> <li>1) IPO – methods followed (simple numerical)</li> <li>2) Book building</li> <li>3) Role of merchant bankers in fixing the price</li> <li>4) Red herring prospectus – unique features</li> <li>5) Numerical on sweat equity, ESOP &amp; Rights issue of shares</li> </ol> </li> <li>• <b>Secondary:</b> <ol style="list-style-type: none"> <li>1) Definition &amp; functions of stock exchanges</li> <li>2) Evolution &amp; growth of stock exchanges</li> <li>3) Stock exchanges in India</li> <li>4) NSE, BSE OTCEI &amp; overseas stock exchanges</li> <li>5) Recent developments in stock exchanges</li> <li>6) Stock market Indices</li> </ol> </li> </ul>
3	<b>Players in debt markets:</b>
	<ul style="list-style-type: none"> <li>• <b>Players in debt markets:</b> <ol style="list-style-type: none"> <li>1) Govt. securities</li> <li>2) Public sector bonds &amp; corporate bonds</li> <li>3) open market operations</li> <li>4) Security trading corp. of India</li> <li>5) Primary dealers in Govt. securities</li> </ol> </li> <li>• <b>Bonds:</b> <ol style="list-style-type: none"> <li>1) Features of bonds</li> <li>2) Types of bonds</li> </ol> </li> </ul>
4	<b>Valuation of Equity &amp; Bonds</b>
	<ul style="list-style-type: none"> <li>• <b>Valuation of equity:</b>  <b>Balance sheet valuation (Skill Development)</b> <ol style="list-style-type: none"> <li>1. Dividend discount model (zero growth, constant growth &amp; multiple growth)</li> <li>2. Price earning model</li> </ol> </li> <li>• <b>Valuation of bonds</b> <ol style="list-style-type: none"> <li>1. Determinants of the value of bonds</li> <li>2. Yield to Maturity</li> <li>3. Interest rate risk</li> <li>4. Determinants of Interest Rate Risk</li> </ol> </li> </ul>



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**Reference Books:**

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. LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
5. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH



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

**Event Marketing**

**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Events	15
2	Segmenting, Targeting and Positioning of Events and Concept of Product in Events	15
3	Concept of Pricing and Promotion in Events	15
4	Trends and Challenges in Event Marketing	15
<b>Total</b>		<b>60</b>

**Objectives:**

1. To understand basic concepts of Event Marketing.
2. To impart knowledge to learners about categories of Events.
3. To understand segmenting, targeting and positioning in the context of Event Marketing.
4. To familiarize learners with trends and challenges in Event Marketing.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:


**CO1:** Explain the concepts of event marketing. (Level: Understand)

**CO2:** Design various events. (Level: Create)

**CO3:** Analyze events on the basis of four Ps of marketing. (Level: Analyse)

**CO4:** Discuss the challenges and trends in Event Marketing. (Level: Understand)

Sr. No.	Modules / Units
1	<b>Introduction to Events</b>
	<ul style="list-style-type: none"> <li>• Definition and Meaning of Event Marketing ; The Evolution of Event Marketing, Advantages of Event Marketing, 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out; Event Designing; Reach; <b>Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</b></li> </ul> <p>Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events: Brand Building, <b>Focus on Target Market, Implementation of Marketing Plan, (Skill Development)</b></p> <p>Marketing Research, Relationship Building, Creating opportunities for better deals with different media, Events and their Economic implications.</p> <ul style="list-style-type: none"> <li>• Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</li> </ul>
2	<b>Segmenting, Targeting and Positioning of Events and Concept of Product in Events</b>
	<ul style="list-style-type: none"> <li>• Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.</li> <li>• Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events ,Special Business Events, Retail Events.</li> <li>• Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based</li> </ul>
3	<b>Concept of Pricing and Promotion in Events</b>
	<ul style="list-style-type: none"> <li>• Risk Rating, Setting Pricing Objectives, Understanding local legislations and tax laws, Feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, Event Charges: Percentage of the total Event Cost, Flat Fee, Package Price, Hourly Rate.</li> <li>• Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, In-venue Publicity.</li> <li>• Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.</li> </ul>
4	<b>Trends and Challenges in Event Marketing</b>



- |   |
|---|
| <ul style="list-style-type: none"><li>• e-event marketing, Virtual Events, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing.</li><li>• Safety and Security of Event</li><li>• Event Crisis Management</li><li>• Growth of Event Industry in India</li></ul> |
|---|

Career in Event Marketing (Employability)

**Reference Books:**

1. Preston C.A., "Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions", Wiley, Second Edition, 2015
2. Gaur Sanjaya Singh and Sanjay V Saggere, "Event Marketing and Management", Vikas Publishing House Pvt. Ltd. , 2003
3. Sharma Diwakar, "Event Planning & Management", Deep and Deep Publications Pvt. Ltd., 2005
4. Hoyle Leonard H., "Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions", Wiley, 2009
5. Genadinik Alex, "Event Planning-Management and Marketing for Successful Events", CreateSpace Independent Publishing Platform, 2015
6. Harichandan C.P., "Event Management", Global Vision Publishing House, 2010
7. Goyal K. Swarup, "Event Management", Adhyayan Publishers, 2013



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Course Code:	Course	Hrs. of Instruction/ week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1622UMSFC	Skill Enhancement Course (SEC):  Foundation Course – II (Value Education and Soft Skill)	3	2 ½ hrs	25	75	100	2

**Objectives:**

1. To create right understanding of human values and soft skills to actualize these in their personality and behaviour of students leading to peace and harmony for sustainable success in career and happiness.
2. In order enable manpower to achieve success in profession and happiness in life, they need to possess universal human values and Soft Skills essential for fulfilling need of keeping harmony within self, family, job, society and world.
3. To acquaint students with UDHR and Fundamental Rights in Indian Constitution.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Discuss the concepts of liberalization, privatization and globalization.

(Level: Understand)

**CO2:** Apply the concept of human rights. (Level: Apply)

**CO3:** Explain the concepts of environment, ecology and their interconnectedness.

(Level: Understand)

**CO4:** Appraise the causes of stress and conflict in individuals and society. (Level: Analyse)



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

#### Reference Books

##### Foundation Course - II

- A decade of economic reforms in India (The past, the present, the future)-Edited by Raj Kapila and Uma Kapila, Academic Foundation (2002)
- Impact of the policies of WTO on Indian agriculture - S. Nehru, Serial Pub. (2012)

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- *Privatisation of public enterprises – Emerging dimensions – Edited by G.S. Batra, NarinderKaur ,Anmol Pub. (1995)*
- *Economics of development – Dwight Perkins, Steven Radelet, David Lindauer, Norton company (2006)*
- *Industrial Policy and economic development in India (1947 -2012) – AnupChatterjeeNew Century Pub. (2012)*
- *Globalisation and development of backward areas – Edited by G. Satyanarayana New Century Pub. (2007)*
- *Contemporary issues in globalisation – An introduction to theory and policy in India SoumyenSikder , Oxford University Press (2002)*
- *Environmental Studies – Dr. Vijay Kumar Tiwari , Himalayan Pub. (2010)*
- *Ecology and environment – Benu Singh, Vista International Pub. (2006)*
- *Universal Human Rights : In theory and practice, Jack Donnelly, (2014)*
- *Stress Management – Dr. N. Tejmani Singh ,Maxford books (2011)*
- *Stress blasters – Brian Chchester, Perry Garfinkel and others , Rodale Press (1997)*



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## 2. Ability Enhancement Courses (AEC)

### 2B. Skill Enhancement Courses (SEC)

## Foundation Course- Contemporary Issues- IV

### Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Significant, Contemporary Rights of Citizens	12
2	Approaches to understanding Ecology	11
3	Science and Technology –II	11
4	Introduction to Competitive Exams	11
<b>Total</b>		<b>45</b>

#### Objectives:

1. To understand significance of ecology and technology.
2. To learn the applicability of soft skills.

#### Course Outcomes:

After the completion of the Course, the Learner will be able to:

- CO1:** To understand the consumer rights. (Level: Understand)  
**CO2:** To study the Ecology. (Level: Analyse)  
**CO3:** To Understand Science and technology. (Level: Understand)  
**CO4:** Explain soft skills. (Level: Understand)



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Sr. No.	Modules / Units
1	<b>Significant, Contemporary Rights of Citizens</b>
	<p><b>A. Rights of Consumers</b>-Violations of consumer rights and important provisions of the Consumer Protection Act, 2016; Other important laws to protect consumers; Consumer courts and consumer movements.</p> <p><b>B. Right to Information</b>- Genesis and relation with transparency and accountability; important provisions of the Right to Information Act, 2005; some success stories.</p> <p><b>C. Protection of Citizens'/Public Interest</b>-Public Interest Litigation, need and procedure to file a PIL; some landmark cases.</p> <p><b>D. Citizens' Charters, Public Service Guarantee Acts.</b></p>
2	<b>Approaches to understanding Ecology</b>
	<p><b>A. Understanding approaches to ecology</b> Anthropocentrism, Biocentrism and Eco centricism, Ecofeminism and Deep Ecology.</p> <p><b>B. Environmental Principles-1:</b> the sustainability principle; the polluter pays principle; the precautionary principle.</p> <p><b>C. Environmental Principles-2:</b> the equity principle; human rights principles; the participation principle.</p>
3	<b>Science and Technology –II</b>



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**Part A:Some Significant Modern Technologies, Features and Applications**

**Laser Technology**(Skill Development)

- i. Light Amplification by Stimulated Emission of Radiation; use of laser in remote sensing, GIS/GPS mapping, medical use.

**Satellite Technology** (Skill Development)

- ii. - various uses in satellite navigation systems, GPS, and imprecise climate and weather analyses.

**Information and Communication Technology**(Skill Development)

- iii. - convergence of various technologies like satellite, computer and digital in the information revolution of today's society.

**Biotechnology and Genetic engineering** (Skill Development)

- iv. applied biology and uses in medicine, pharmaceuticals and agriculture; genetically modified plant, animal and human life.

**Nanotechnology-** (Skill Development)

- v. definition: the study, control and application of phenomena and materials at length scales below 100 nm; uses in medicine, military intelligence and consumer products.

**Part B:Issues of Control, Access and Misuse of Technology.**



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Sr. No.	Modules / Units
4	<b>Introduction to Competitive Exams</b>
	<p><b>Part A. Basic information on Competitive Examinations- the pattern, eligibility criteria and local centres:</b></p> <ul style="list-style-type: none"> <li>i. Examinations conducted for entry into professional courses - Graduate Record Examinations (GRE), Graduate Management Admission Test (GMAT), Common Admission Test (CAT) and Scholastic Aptitude Test (SAT).</li> <li>ii. Examinations conducted for entry into jobs by Union Public Service Commission, Staff Selection Commission (SSC), State Public Service Commissions, Banking and Insurance sectors, and the National and State Eligibility Tests (NET / SET) for entry into teaching profession.</li> </ul> <p><b>Part B. Soft skills required for competitive examinations-</b></p> <ul style="list-style-type: none"> <li>i. Information on areas tested: Quantitative Ability, Data Interpretation, Verbal Ability and Logical Reasoning, Creativity and Lateral Thinking</li> <li>ii. Motivation: Concept, Theories and Types of Motivation</li> <li>iii. Goal-Setting: Types of Goals, SMART Goals, Stephen Covey's concept of human endowment</li> <li>iv. Time Management: Effective Strategies for Time Management</li> <li>v. Writing Skills: Paragraph Writing, Report Writing, Filing an application under the RTI Act, Consumer Grievance Letter.</li> </ul>



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1. Asthana, D. K., and Asthana, Meera, *Environmental Problems and Solutions*, S. Chand, New Delhi, 2012.
2. Bajpai, Asha, *Child Rights in India*, Oxford University Press, New Delhi, 2010.
3. Bhatnagar Mamta and Bhatnagar Nitin, *Effective Communication and Soft Skills*, Pearson India, New Delhi, 2011.
4. G Subba Rao, *Writing Skills for Civil Services Examination*, Access Publishing, New Delhi, 2014
5. Kaushal, Rachana, *Women and Human Rights in India*, Kaveri Books, New Delhi, 2000.
6. Mohapatra, Gaur Krishna Das, *Environmental Ecology*, Vikas, Noida, 2008.
7. Motilal, Shashi, and Nanda, Bijoy Lakshmi, *Human Rights: Gender and Environment*, Allied Publishers, New Delhi, 2007.
8. Murthy, D. B. N., *Disaster Management: Text and Case Studies*, Deep and Deep Publications, New Delhi, 2013.
9. Parsuraman, S., and Unnikrishnan, ed., *India Disasters Report II*, Oxford, New Delhi, 2013
10. Reza, B. K., *Disaster Management*, Global Publications, New Delhi, 2010.
11. Sathe, Satyaranjan P., *Judicial Activism in India*, Oxford University Press, New Delhi, 2003.
12. Singh, Ashok Kumar, *Science and Technology for Civil Service Examination*, Tata McGraw Hill, New Delhi, 2012.
13. Thorpe, Edgar, *General Studies Paper I Volume V*, Pearson, New Delhi, 2017.



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# Nagindas Khandwala College



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(Department Of Management Studies) First Year  
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Course Code	Course	Hrs. of	Exam	Maximum Marks	Credits
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				CIE	SEE	Total	
1613UMSHS	Core 1: Foundation of Human Skills	3	2 <sup>1/2</sup> Hours	25	75	100	3

**Objectives:**

1. To understand the concept of Human Nature and its implementation in Group Behavior
2. To provide understanding of Organizational culture and its impact on Organizational process.
3. To understand the relevance of organizational creativity and work stress.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Analyse individual behaviour and different personalities. (Level: Analyse)

**CO2:** Discuss perception and group behaviour. (Level: Understand)

**CO3:** Illustrate an understanding for organizational process and culture. (Level: Apply)

**CO4:** Describe motivation, creativity and stress and the workplace. (Level: Understand)



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Sr.No.	Modules / Units	2
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1	<b>Understanding of Human Nature</b>
	<ul style="list-style-type: none"> <li>• <b>Individual Behavior:</b> Concepts of a man, individual differences, influence of environment</li> <li>• <b>Personality and attitude:</b> Determinants of personality, personality traits theory, Big five model, personality traits important for organizational behavior like authoritarianism, locus of control, Machiavellianism, introversion – extroversion achievement orientation, self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions.</li> </ul>
2	<b>Introduction to Group Behavior</b>
	<ul style="list-style-type: none"> <li>• <b>Thinking, learning and perception:</b> Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning, Intelligence type, Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place.</li> </ul> <p><b>Introduction to Group Behaviour (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• <b>Group dynamics:</b> Nature, types, group behavior models (roles, norms, status, process, structures)</li> <li>• <b>Team effectiveness:</b> nature, types of team, ways of forming an effective team</li> <li>• <b>Setting Goals</b></li> </ul>
3	<b>Organizational Culture</b>
	<ul style="list-style-type: none"> <li>• <b>Organizational process and system.</b> <ul style="list-style-type: none"> <li>▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> </ul> </li> </ul> <p><b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes. (Skill Development)</p> <ul style="list-style-type: none"> <li>• <b>Organizational Culture</b> <ul style="list-style-type: none"> <li>▪ Characteristics of organizational culture</li> <li>▪ Types, functions and barriers of organizational culture.</li> <li>▪ Ways of creating and maintaining effective organizational culture.</li> </ul> </li> </ul>
4	<b>Organizational Creativity and development and work stress</b>
	<ul style="list-style-type: none"> <li>• <b>Motivation at workplace:</b> concept of motivation, theories of motivation in an organizational set up. <ul style="list-style-type: none"> <li>▪ A. Maslow need hierarchy</li> <li>▪ F.Hertzberg Dual Factor</li> <li>▪ Mc.Gregor theory X and theory Y</li> </ul> </li> <li>• <b>Organizational Creativity:</b> Creativity and qualities of a creative person, Ways</li> </ul>

  
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of enhancing creativity for effective decision making, Creative problem solving.  
**Organizational Development and work stress:** Need for organizational development, OD Techniques, Stress, Types of stress, Causes and consequences of job stress, , Ways for coping up with job stress (Skill Development)

**Reference Books:**

- *Organizational behaviour, S.Robins, Prentice Hall*
- *Organizational behaviour, Fred Luthans, McGrawhill, New York*
- *Organizational behaviour, K.Aswathappa, Himalaya Publishing House*
- *Essentials of management, Koontz, Harold, Tata McGraw Hill*



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## *Elective Courses (EC)*

### *Group A. Finance Electives*

## **1. Introduction to Cost Accounting**

### *Modules at a Glance*

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Elements of Cost	20
3	Cost Projection	15
4	Emerging Cost Concepts	10
<b>Total</b>		<b>60</b>

#### **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.

#### **Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Describe the concepts of cost accounting. (Level: Understand)

**CO2:** Differentiate between cost accounting and financial accounting. (Level: Analyse)

**CO3:** Prepare cost projection sheets. (Level: Apply)

**CO4:** Demonstrate understanding of emerging cost concepts. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• 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)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing ( Practical Problems)</li> </ul>
2	<b>Elements of Cost</b>
	<p>Material Costing- <b>Stock valuation</b>(Skill Development)</p> <ul style="list-style-type: none"> <li>• (FIFO &amp; weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)</li> <li>• <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems)</li> <li>• <b>Overhead Costing</b> (Primary and Secondary Distribution)</li> </ul>
3	<b>Cost Projection</b>
	<ul style="list-style-type: none"> <li>• Cost Sheet (Current and Estimated) ) ( Practical Problems)</li> </ul> <p><b>Reconciliation of financial accounts and cost accounting</b> (Skill Development)</p> <ul style="list-style-type: none"> <li>• (Practical Problems)</li> </ul>
4	<b>Emerging Cost Concepts</b>
	<ul style="list-style-type: none"> <li>• Uniform Costing and Interfirm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of</li> <li>• Balanced Scorecard</li> </ul>

### Reference Books:

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

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Course Code:	Course	Hrs. of Instruction/ week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1615UMSFA	DSE 1: Introduction to Financial Accounts	3	2 ½ hrs	25	75	100	3

**Objectives:**

1. To understand the concept of Accounting Standards and transactions.
2. To introduce the basic concepts of final Accounts.

**Course Outcomes:**

After completion of this course the learner will be able to:

- CO1:** Describe the accounting principles and accounting standards. (Level: Understand)
- CO2:** Describe the application of accounting standards. (Level: Understand)
- CO3:** Prepare trial balance and practice depreciation accounting. (Level: Apply)
- CO4:** Compute final accounts as per the Companies Act, 2013. (Level: Apply)



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

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4	<b>Final Accounts</b>
	<ul style="list-style-type: none"> <li>• Introduction to Final Accounts of a Sole proprietor.</li> <li>• Rectification of errors.</li> <li>• Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</li> </ul> <p style="background-color: yellow;">Preparation and presentation of Final Accounts in horizontal format (Skill Development)</p> <ul style="list-style-type: none"> <li>• Introduction to Schedule 6 of Companies Act , 2013</li> </ul>

### Reference Books

#### Introduction to Financial Accounts

- *Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books*
- *Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)*
- *Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman*
- *Financial Accounting for Business Managers: By Ashish K. Bhattacharya.*
- *Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi*
- *Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi*
- *Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi*
- *Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai*
- *Financial Accounting by Lesile Chandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi*
- *Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai*
- *Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi*
- *Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc*
- *Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida*



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

**Integrated Marketing Communication**

***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
<b>Total</b>		<b>60</b>

**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 coordinating them for an effective marketing communication program.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of auditing. (Level: Understand)

**CO2:** Apply procedure of auditing. (Level: Apply)

**CO3:** Analyze the auditing techniques. (Level: Analyse)

**CO4:** Demonstrate the techniques of vouching and verification. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Introduction to Integrated Marketing Communication</b>
	<ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy Models</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>
2	<b>Elements of IMC – I</b>
	<ul style="list-style-type: none"> <li>• <b>Advertising</b> – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</li> <li><b>Sales promotion</b> – 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.</li> </ul> <p>(Skill Development)</p>
3	<b>Elements of IMC – II</b>
	<ul style="list-style-type: none"> <li>• <b>Direct Marketing</b> - 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</li> <li>• <b>Public Relations and Publicity</b> – 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</li> </ul> <p>Personal Selling (Skill Development)</p> <ul style="list-style-type: none"> <li>• – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>
4	<b>Evaluation &amp; Ethics in Marketing Communication</b>
	<ul style="list-style-type: none"> <li>• <b>Evaluating an Integrated Marketing program</b> – 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</li> <li>Test Markets – competitive responses, scanner data, Purchase simulation tests</li> <li>• <b>Ethics and Marketing communication</b> – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• <b>Current Trends in IMC</b> – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>

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## Reference Books:

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", Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", Tata Mcgraw Hill 2014
5. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 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



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## 2. Information Technology in Business Management-I

### *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	Email, Internet and its Applications	15
4	E-Security	15
<b>Total</b>		<b>60</b>

#### **Objectives:**

1. To understand managerial decision-making and to develop perceptiveness of major functional areas of MIS.
2. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
3. To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse.
4. To learn outsourcing concepts. BPO/KPO industries, their structures, cloud computing.

#### **Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of MIS. (Level: Understand)

**CO2:** Distinguish between ERP/E-SCM/E-CRM. (Level: Analyse)

**CO3:** Describe database and data warehouse. (Level: Understand)

**CO4:** Analyse the need for outsourcing in business. (Level: Analyse)



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Sr. No.	Modules / Units
1	<b>Introduction to IT Support in Management</b>
	<ul style="list-style-type: none"> <li>• <b>Information Technology concepts</b> Concept of Data, Information and Knowledge Concept of Database</li> <li>• <b>Introduction to Information Systems and its major components.</b> Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> <li>▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li>▪ Office Automation System(OAS)</li> <li>▪ Transaction Processing System(TPS)</li> <li>▪ Management Information System(MIS)</li> <li>▪ Decision Support Systems (DSS)</li> <li>▪ Executive Information System(EIS)</li> <li>▪ Knowledge based system, Expert system</li> </ul> </li> <li>• <b>Success and Failure of Information Technology.</b> Failures of Nike and AT&amp;T</li> <li>• <b>IT Development Trends.</b> Major areas of IT Applications in Management(Skill Development) Concept of Digital Economy and Digital Organization.</li> <li>• <b>IT Resources</b> Open Source Software - Concept and Applications. (Skill Development) Study of Different Operating Systems. (Windows / Linux/ DOS)</li> </ul>
2	<b>Office Automation using MS Office</b>



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	<p><b>Learn Word:</b>          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.</p> <ul style="list-style-type: none"> <li>• <b>Spreadsheet application (e.g. MS-Excel/openoffice.org)</b>          Creating/Saving and editing spreadsheets          Drawing charts.          Using Basic Functions: text, math &amp; trig, statistical, date &amp; 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,</li> <li>• <b>Presentation Software</b>          Creating a presentation with minimum 20 slides with a script.(Skill Development)          Presenting in different views,          Inserting Pictures, Videos, Creating animation effects on them          Slide Transitions, Timed Presentations          Rehearsal of presentation</li> </ul>
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 NAGINDAS KHANDWALA COLLEGE OF SCIENCE  
 (AUTONOMOUS)  
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Sr. No.	Modules / Units
3	<b>Email, Internet and its Applications</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Email</b> Writing professional emails Creating digitally signed documents.</li> <li>• <b>Use of Outlook</b> : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software</li> <li>• <b>Internet</b> 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</li> <li>• <b>DNS Basics.</b> Domain Name Registration, Hosting Basics.</li> <li>• <b>Emergence of E-commerce and M-Commerce</b> 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 Interchange.</li> </ul>
4	<b>E-Security Systems</b>



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- **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**



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### Reference Books:

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. Electronic Commerce - Technologies & Applications.  
Bharat, Bhaskar  
<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>



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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester III*  
Under Autonomy**

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

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

**Product Innovations Management**

*Modules at a Glance*

Sr. No.	Modules	No. of Lectures
1	Innovations Management	15
2	Managerial Aspects of Innovations functions	15
3	Product innovations, Process Innovations and Innovations Diffusion	15
4	New Product Development Strategy	15
<b>Total</b>		<b>60</b>

**Objectives:**

1. To understand the concept of innovations and relevance of innovations in the present-day scenario.
2. To understand the importance of protecting innovations and legal aspects related to innovations.
3. To study product innovations, process innovations and innovations diffusion.
4. To acquaint the students with stages in new product development.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of innovation and innovation management.

(Level: Understand)

**CO2:** Apply the managerial aspects of innovation. (Level: Apply)

**CO3:** Contrast between product, process and new product strategy. (Level: Analyse)

**CO4:** Demonstrate an understanding of diffusion of innovation. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Innovations Management</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction -Innovations Management</b> Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations.</li> <li>• <b>Thinking Tools for Innovations (Skill Development)</b></li> <li>• Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods</li> <li>• <b>Legal Aspects of innovations</b> Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights ;Trade secrets</li> </ul>
2	<b>Managerial Aspects of Innovations functions</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing for Innovations</b> Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision.</li> <li>• <b>Strategizing Innovations</b> Introduction; Innovations as a strategy component; Developing innovation strategy; Innovation strategies; Market standing based strategies.</li> <li>• <b>Managing Innovations Functions (Skill Development)</b></li> <li>• Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management</li> <li>• <b>Climate and culture for innovations</b> Introduction; Need for creative organizations; Characteristics of creative organizations; Creating creative organizations – 7s framework; Fostering innovations climate and culture.</li> </ul>
3	<b>Product innovations, Process Innovations and Innovations Diffusion</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to product innovations</b> Types of new products; Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New product failures; Cases of Innovating companies.</li> <li>• <b>Process Innovations</b> Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking.</li> <li>• <b>Innovations Diffusion</b> Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.</li> </ul>
4	<b>New Product Development Strategy</b>
	<ul style="list-style-type: none"> <li>• <b>New Product Development and Product specifications (Skill Development)</b> Concept of new product development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.</li> <li>• <b>Concept Generation, Selection and Testing</b> 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.</li> <li>• <b>Product testing</b> Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test.</li> </ul>



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**Reference Books:**

1. Dr. C.S.G. Krishnamacharyulu and Dr. R. Lalitha, Innovation Management, Himalaya Publishing House, First Edition 2007
2. Karl Ulrich, Product design and Development, McGraw hill, 4 Edition.
3. Michael Baker and Susan Hart, Product strategy and Management, Pearson Education, 2nd Edition
4. Jacob Goldenberg and David Mazursky, Creativity in product innovation, Cambridge University Press, 2002
5. Robert G. Cooper and Scott J. Edgett, Product innovation and technology strategy, Product Development Institute Inc., 2009
6. Allan Afuah, Innovation Management: Strategies Implementation & Profits, Oxford University Press, 2009



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**Revised Syllabus  
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Semester II  
Under Autonomy  
(To be implemented from Academic Year- 2017-2018)**

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Course Code:	Course	Hrs. of Instruction/week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1625UMSPMK	DSE 1: Principles of Marketing	3	2 ½ hrs	25	75	100	3

**Objectives:**

1. To introduce the marketing concept and how we identify, understand and satisfy the needs of customers and markets.
2. To analyze companies and competitors and to introduce marketing strategy to increase awareness of the strategic and tactical decisions behind today's top performing brands.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Explain the core concepts of marketing. (Level: Understand)

**CO2:** Apply the concepts of segmentation, targeting, positioning and consumer behaviour. (Level: Apply)

**CO3:** Analyse the elements of the marketing mix. (Level: Analyse)

**CO4:** Compare and contrast the different strategies for promotion. (Level: Analyse)



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Sr. No.	Modules / Units
1	<b>Introduction to Marketing</b>
	<p>Importance of marketing: Definition, Importance of marketing, The 4P's and 4C's of marketing. Marketing v/s Selling.</p> <p><b>Core Marketing Concepts</b> Needs want and demand, Target markets, positioning &amp; segmentation, Offering and Brands, Value and Satisfaction, Marketing Channels, Supply Chain, Competition, Marketing Environment</p> <p><b>Company Orientation towards the Marketplace</b> The Production Concept, The Product Concept, The selling Concept, The Marketing Concept, The Holistic Marketing Concept</p> <p><b>Changes in the Marketing Place</b> The new digital age ,Rapid Globalization, Ethics and Responsibility Growth for Not for Profit Marketing</p>
2	<b>Segmentation, Targeting, Positioning, MIS and Consumer Behavior</b>
	<p><b>Segmentation</b> – Meaning, importance, basis</p> <p><b>Targeting</b> – Meaning, evaluating market segments and selecting market segments, concentrated marketing, micromarketing, choosing a target marketing strategy</p> <p><b>Positioning</b> – Meaning, strategies, developing a positioning statement</p> <p><b>MIS and Consumer Behavior</b> Meaning, features and Importance, Consumer Behavior meaning, Importance, Factors affecting consumer behavior</p>
3	<b>Marketing Mix</b>
	<p><b>Marketing mix:</b> Meaning – elements of Marketing Mix</p> <p><b>Product</b> - Product Services and experience, Levels of Products, Product line decisions, Product mix decisions, New product development – failure of new</p>

	<p>product, Product life cycle strategies</p> <p><b>Branding Strategy</b> – Building strong brands, Brand equity and Managing Brands</p> <p><b>Pricing</b> – Objective, Factors influencing pricing policy and pricing strategy.</p> <p><b>Physical distribution</b> – meaning, Factor affecting channel selection, types of marketing channels</p>
4	<p><b>Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the Digital Age</b></p> <p><b>Advertising</b> - Setting advertising objectives, Setting the advertising budget, Developing advertising strategy.</p> <p><b>Sales Promotion</b> – Objectives, Major sales promotion tools</p> <p><b>Public-Relations</b> – Role and Impact of Public Relations, Major Public Relations tools</p> <p><b>Personal Selling</b>–(Skill Development)</p> <p>Nature of Personal Selling, The role of sales force Direct Marketing – The new direct marketing model, benefits and growth of direct marketing</p> <p><b>Marketing Strategies in the Digital Age</b> – E-Business, E-Commerce and E-Marketing, Benefits to buyer, Benefits to seller, E-Market domains (B2C, B2B, C2C, C2B), Click only versus Click and Mortar E-Marketers, Opportunities and Challenges to E-Marketing</p>

#### Reference Books

##### Principles of Marketing

- *Marketing Management, A South Asia Perspective 13<sup>th</sup> edition, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha*
- *Principles of Marketing 13<sup>th</sup> edition: Pearsons, Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque*
- *Kotler, Philip, Marketing Management, Prentice Hall, New Delhi.*
- *Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.*
- *Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.*
- *McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.*



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# Nagindas Khandwala College



**Revised Syllabus  
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Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
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Semester I**

**Under Autonomy**

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

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Course Code	Course	Hrs. of Instruction /Week	Exam Duration (Hours)	Maximum Marks			Credits
				CIE	SEE	Total	
1714UMSPM	Core 2: Principles of Management	3	2 <sup>1/2</sup> Hours	25	75	100	3

**Objectives:**

1. To relate, discuss, understand the management principles, processes and procedures in consideration of their efforts on individual actions.
2. Knowledge and understanding of the subject will enable the student to gain valuable insights into the working of business and other organization.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Describe the concepts of management. (Level: Understand)

**CO2:** Apply principles of planning, decision making and controlling in organizations. (Level: Apply)

**CO3:** Discuss organizational management strategies. (Level: Understand)

**CO4:** Demonstrate of understanding business ethics, CSR and leadership. (Level: Apply)

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Sr.No.	Modules / Units
1	Management and its evolution
	<ul style="list-style-type: none"> <li>• <b>Concept of management</b> – concept, significance, managerial grid</li> <li>▪ <b>Management in new millennium</b> <ul style="list-style-type: none"> <li>• Four management functions</li> <li>• Managerial roles</li> <li>• Management as a set of skills</li> </ul> </li> </ul> <p>Evolution of Management - Contribution of F.W Taylor, <b>Bureaucratic Management and Hawthorne Studies (Skill Development)</b></p>
2	Planning Decision Making and Controlling.
	<ul style="list-style-type: none"> <li>• <b>Planning:</b> Meaning, Importance, Process, MBO, Planning premises, Pitfalls of planning, Formal planning and opportunity planning</li> </ul> <p><b>Decision Making:</b> Meaning, Importance, Process, Techniques, Difference between planning and decision making, <b>Cognitive Biases and decision making. (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• <b>Controlling:</b> Meaning, process, Techniques, Close relationship of planning and controlling</li> </ul>
3	Organizational Management
	<ul style="list-style-type: none"> <li>• <b>Organizing:</b> Meaning, Importance, Features</li> <li>• <b>Managing the structure (vertical dimensions of organizational structure)</b> <ul style="list-style-type: none"> <li>○ Unity of command</li> <li>○ Authority, Responsibility &amp; Accountability</li> <li>○ Span of control</li> <li>○ Centralization and Decentralization</li> </ul> </li> <li>• <b>Managing the structure (horizontal dimensions of organizational structure)</b> <ul style="list-style-type: none"> <li>○ Line structure</li> <li>○ Funnel structure</li> <li>○ Divisional structure</li> <li>○ Matrix Structure</li> </ul> </li> </ul>
4	Leadership and Change
	<ul style="list-style-type: none"> <li>• <b>Directing:</b> Meaning and Process</li> <li>• <b>Leadership:</b> Meaning, Style, Quality of good leader</li> </ul> <p><b>Power: The key to leadership (Skill Development)</b></p>

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	<ul style="list-style-type: none"> <li>○ Models of leadership: Trait model, Behaviour model, Contingency model</li> <li>○ Transformational leadership: Meaning, Transformational and Transactional leadership</li> <li>● <u>Managing organizational change:</u> <ul style="list-style-type: none"> <li>○ Types of change</li> <li>○ Forces for change</li> <li>○ Resistance for change</li> <li>○ Models of organizational change</li> <li>○ Implementation of change &amp; tactics for introducing change</li> </ul> </li> </ul>
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Reference Books
<p><b>Principles of Management</b></p> <ul style="list-style-type: none"> <li>● <i>Management: People, Performance, Change, 2nd Edition, Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy</i></li> <li>● <i>Contemporary Management, 3<sup>rd</sup> Edition, Gereth Jones and Jennifer George</i></li> <li>● <i>Essentials of Management: International and Leadership Perspective 9th Edition, Harold Koontz and Heinz Weihrich</i></li> <li>● <i>Principles of Management, Ramasamy, Himalya Publication, Mumbai</i></li> <li>● <i>Principles of Management, Tripathi Reddy, Tata Mc Graw Hill</i></li> <li>● <i>Management Text &amp; Cases, VSP Rao, Excel Books, Delhi</i></li> <li>● <i>Management Concepts and OB, P S Rao &amp; N V Shah, AjabPustakalaya</i></li> <li>● <i>Essentials of Management, Koontz II &amp; W, Mc. Graw Hill, New York</i></li> <li>● <i>Principles of Management-Text and Cases –Dr..M.SakthivelMurugan, New Age Publications</i></li> </ul>



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Of  
Bachelor of Management Studies (BMS) Programme  
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*Semester IV***

**Under Autonomy**

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

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### 3. Core Courses (CC)

## Production & Total Quality Management

### 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
<b>Total</b>		<b>60</b>

#### 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.

#### Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the components of production management. (Level: Understand)

**CO2:** Apply the concepts of materials and inventory management at the workplace. (Level: Apply)

**CO3:** Appraise the need for productivity and TQM in organizations. (Level: Analyze)


**CO4:** Apply quality improvement strategies. (Level: Apply)



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Sr. No.	Modules / Units
1	<b>Production Management</b>
	<p><b>Production Management</b></p> <ul style="list-style-type: none"> <li>Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> </ul> <p>Product Development, Classification and <b>Product Design (Skill Development)</b> -.</p> <ul style="list-style-type: none"> <li>Plant location &amp; Plant layout– Objectives, Principles of good product layout, types of layout.</li> <li>Importance of purchase management.</li> </ul>
2	<b>Materials Management</b>
	<ul style="list-style-type: none"> <li><b>Materials Management:</b> Concept, Objectives and importance of materials management Various types of Material Handling Systems.</li> </ul> <p><b>Inventory Management</b> -:(Skill Development)</p> <p>Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock.</p>
3	<b>Basics Of Productivity &amp;TQM</b>
	<ul style="list-style-type: none"> <li><b>Basics Of Productivity &amp;TQM:</b> 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.</li> <li><b>Product &amp; Service Quality Dimensions, SERVQUAL</b> Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</li> </ul>
4	<b>Quality Improvement Strategies &amp;Certifications</b>
	<ul style="list-style-type: none"> <li><b>Quality Improvement Strategies &amp;Certifications:</b> Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV.</li> </ul> <p>TAGUCHI’S QUALITYENGINEERING, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming’s Application Prize.</p>

  
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**Reference Books:**

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 (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press



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 Question Paper Pattern  
 Of Course  
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 Semester IV  
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**Elective  
Courses  
(EC)  
Group A  
Finance  
Electives**

**Strategic Cost Management  
Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Strategic Cost Management(Only Theory)	20
2	Activity Based Costing	20
3	Strategic Cost Management performance assessment (Only theory )	08
4	Variance Analysis & Responsibility Accounting (Practical Problems)	12
<b>Total</b>		<b>60</b>

**Objectives:**

1. Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting.
2. The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of strategic cost management. (Level: Understand)

**CO2:** Design activity-based costing. (Level: Create)

**CO3:** Describe strategic cost management performance assessment. (Level: Understand)

**CO4:** Solve problems related to variance analysis. (Level: Apply)

  
**PRINCIPAL**

Sr. No.	Modules / Units
1	<b>Introduction to Strategic Cost Management(Only Theory)</b>
	<ul style="list-style-type: none"> <li>• <b>Strategic Cost Management (SCM):</b> Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing(An Overview)</li> </ul>
2	<b>Activity Based Costing</b>
	<p><b>Activity Based Management and Activity Based Budgeting(Skill Development)</b></p> <ul style="list-style-type: none"> <li>• : Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (<b>Practical Problems on ABC</b>), Life Cycle Costing, Kaizen Costing, Back Flush 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)</li> </ul>
3	<b>Strategic Cost Management performance assessment (Only theory )</b>
	<ul style="list-style-type: none"> <li>• Cost Audit &amp; Management Audit under companies Act with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation</li> </ul>
4	<b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b>
	<ul style="list-style-type: none"> <li>• <b>Standard Costing</b> (Material, Labour, Overhead, Sales &amp; Profit)</li> </ul> <p><b>Responsibility Accounting</b> –Introduction, Types &amp; <b>Evaluation of Profit Centre and Investment Centre (Skill Development)</b></p>

#### Reference Books:

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, Glenn A., Ronald W. Hilton and Paul N. Gordan – 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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# Nagindas Khandwala College



**Revised Syllabus  
And  
Question Paper Pattern  
Of Course  
Of  
Bachelor of Management Studies (BMS) Programme  
(Department Of Management Studies) Second Year  
*Semester III*  
Under Autonomy**

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

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**Core Courses (CC)**  
**Strategic Management**

**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
<b>Total</b>		<b>60</b>

**Objectives:**

1. The course is designed to understand different strategies and their role in organization.
2. The course helps to understand different environmental factors and strategy formulation and implementation.
3. The course explores different methods which business can adopt for their internationalization.

**Course Outcomes:**

After completion of this course the learner will be able to:

**CO1:** Describe strategy and strategy management process. (Level: Understand)

**CO2:** Explain the importance of strategic business units. (Level: Understand)

**CO3:** Apply the principles of strategy formulation, implementation and control.

(Level: Apply)

**CO4:** Discuss international strategies. (Level: Understand)



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Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Business Policy-Meaning, Nature, Importance</li> <li>• <b>Strategy</b>-Meaning, Definition</li> <li>• <b>Strategic Management</b>-Meaning, Definition, Importance, Strategic management</li> <li>• Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> </ul> <p>Strategic Intent - Mission, Vision, Goals, Objective, Plans (Skill Development)</p>
2	<b>Strategy Formulation</b>
	<ul style="list-style-type: none"> <li>• Environment Analysis and Scanning (SWOT )</li> <li>• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>• Business Level Strategy(Cost Leadership, Differentiation, Focus)</li> <li>• Functional Level Strategy(R&amp;D, HR, Finance, Marketing, Production)</li> </ul>
3	<b>Strategic Implementation</b>
	<ul style="list-style-type: none"> <li>• Models of Strategy making.</li> <li>• Strategic Analysis&amp; Choices &amp;Implementation: BCG Matrix, GE9Cell, Porter5 Forces, 7S Frame Work</li> <li>• Implementation: Meaning, Steps and implementation at Project, Process, Structural , Behavioural ,Functional level.</li> </ul>
4	<b>Strategic Evaluation &amp; Control</b>
	<p><b>Strategic Evaluation &amp; Control</b>– Meaning, Steps of Evaluation &amp; Techniques of Control</p> <p>Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy &amp; its Relevance.</p> <p>Change Management– Elementary Concept</p>

**Reference Books:**

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. Bongee and Colonan : Concept of Corporate Strategy.



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

**Tourism Marketing**  
**Modules at a Glance**

Sr. No.	Modules	No. of Lectures
1	Introduction to Tourism Marketing	15
2	Tourism Market Segmentation & Product Mix of Tourism Marketing	15
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing	15
4	Global tourism, tourism organizations and Challenges for Indian Tourism Industry	15
<b>Total</b>		<b>60</b>

**Objectives:**

1. To understand basic concepts and strategies of Tourism Marketing.
2. To impart knowledge to learners about types of tourism.
3. To understand segmentation and Marketing mix in the context of Tourism Marketing.
4. To familiarize learners with trends and challenges in Tourism Marketing.
5. To understand basic concepts and strategies of Tourism Marketing.

**Course Outcomes:**

After the completion of the Course, the Learner will be able to:

- CO1:** Discuss the concepts of rural marketing. (Level: Understand)
- CO2:** Compare rural and urban consumer behaviour. (Level: Evaluate)
- CO3:** Apply the rural marketing mix to business. (Level: Apply)
- CO4:** Analyse the different strategies used in rural markets. (Level: Analyse)



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Sr. No.	Modules / Units
1	<p><b>Introduction to Tourism Marketing</b></p> <ul style="list-style-type: none"> <li>• Meaning of Tourism &amp; Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism.</li> <li>• <b>Tourism Marketing</b> Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing.</li> <li>• <b>Phases of Tourism:</b> Economic Approach, Environmental Approach, Cost Benefit Approach.</li> <li>• <b>Tourism Planning:</b> Process, Study of market, Levels of tourism planning, Organization of a tour. Tour Operators and Travel Agents: functions, types, distribution network, Travel agency operations, Travel Organization-Individual and group, travel itinerary. Travel Formalities and Documentation.</li> </ul>
2	<p><b>Tourism Market Segmentation &amp; Product Mix of Tourism Marketing</b></p> <ul style="list-style-type: none"> <li>• <b>Tourism Market Segmentation:</b> Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology</li> <li>• <b>4 'A's of Tourism</b> Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea &amp; Waterways, Airways Amenities: Meaning, Amenities &amp; Facilities at the destination.</li> </ul> <p><b>Marketing Strategy: (Skill Development)</b></p> <ul style="list-style-type: none"> <li>• Hard v/s Soft Tourism Strategy.</li> <li>• <b>Product Mix of Tourism Marketing:</b> Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure</li> </ul>
3	<p><b>Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism Marketing</b></p> <ul style="list-style-type: none"> <li>• <b>Price:</b> Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies</li> <li>• <b>Place:</b> Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide.</li> <li>• <b>Promotion:</b> Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism</li> <li>• <b>People:</b> Moment of Truth in Tourism, Employee as an element of people mix, Internal</li> </ul>



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	<p>Marketing, Objectives of Internal Marketing, Internal marketing Process.</p> <ul style="list-style-type: none"> <li>• <b>Process:</b> Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting</li> <li>• <b>Physical Evidence</b> for Tourism</li> </ul>
<b>4</b>	<b>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry</b>
	<ul style="list-style-type: none"> <li>• <b>Global Tourism Market:</b> Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries.</li> <li>• <b>Status of tourism in developing countries.</b></li> <li>• <b>India as a Tourist Destination:</b> A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign</li> <li>• <b>Challenges for Indian Tourism Industry</b></li> </ul> <p><b>Tourism Organizations:</b> (Employability)</p> <ul style="list-style-type: none"> <li>• World Trade Organization (WTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation</li> </ul>

**Reference Books:**

1. S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011
2. Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010
3. Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
4. Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
5. M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005
6. Alan A. Lew, A companion to tourism, Blackwell Publishing
7. Krishnan K Kamra, Tourism: An Overview

  
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