



Malad Kandivli Education Society's
NAGINDAS KHANDWALA COLLEGE
 OF COMMERCE, ARTS & MANAGEMENT STUDIES
 AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE

(Re-accredited (3rd 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
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Moushumi Datta

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

NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

3. Business Environment

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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MALAD (W), MUMBAI - 400 084

*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)*

3. Business Environment

*(Implemented during Academic Year 2020-21)
(wef 2017-18)*

Module at a Glance

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

Objectives:

1. By studying the business environment, we can know the changes of business. This information is very useful for our business.
2. Every businessman should aware current environment of business. With this, he can think the future of his business in such environment.
3. One of the objective of the study of business environment that it can provide all the information which is needed for taking good decisions.
4. For making good business policies, we need to know and scan business through business environment.

Learning Outcome:

1. To provide knowledge of the environment in which business operates.
2. Demonstrate and develop conceptual framework of business environment and generate interest in business.
3. Familiarize with business components.



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Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Introduction to Business Environment	15
	<ul style="list-style-type: none"> • Business: Meaning, Definition, Nature and Scope, Types of Business Organizations • Business Environment (Entrepreneurship): Meaning, Characteristics, Scope and Significance, Components of Business Environment. • Introduction to Micro-Environment: <ul style="list-style-type: none"> ▪ Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity ▪ External Environment: Firm, customers, suppliers, distributors, Competitors, Society. • Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal). • Responding to Different business environment: Analysis of business environment, SWOT analysis. 	
2	Political and Legal environment	15
	<ul style="list-style-type: none"> • Political Institutions: Legislature, Executive, Judiciary, Role of government in business, legal framework in India. • Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy. • Impact of business on Private sector, Public sector and Joint sector. • Sunrise sectors of India Economy. Challenges of Indian economy. 	
3	Social and Cultural Environment, Technological environment and Competitive Environment	15



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	<ul style="list-style-type: none"> • Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business. • Technological environment: Features, impact of technology on Business • Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies. 	
4	International Environment	15
	<ul style="list-style-type: none"> • International Environment – <ul style="list-style-type: none"> ▪ GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. ▪ Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. ▪ MNCs: Definition, meaning, merits, demerits, MNCs in India ▪ FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India. • Challenges faced by International Business and Investment Opportunities for Indian Industry. 	

Reference Books

- Morrison J, The International Business Environment, Palgrave
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
- Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.
- Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.

<https://www.wto.org>



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NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester I

1. Business Communication- I

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2020-21)*

1. Business Communication- I

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- 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)



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Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Theory of Communication	15
	<p>Concept of Communication: Meaning, definition, process, need, feedback, emergence of Communication as a key concept in the corporate and global world. Impact of technological advancements on communication.</p> <p>Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine. Objectives of Communication: Information, advice, order and instruction, persuasion, motivation, education, warning, and boosting the morale of employees (A brief introduction to these objectives to be given).</p> <p>Methods and Modes of Communication: Methods: verbal and nonverbal, characteristics of verbal communication, characteristics of non-verbal communication, business etiquettes.</p> <p>Modes: Telephone and SMS Communication (General introduction to Telegram to be given) Facsimile Communication [Fax], Computers and E- communication Video and Satellite Conferencing.</p>	
2	Obstacles to Communication in Business World	15
	<p>Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers.</p> <p>Listening: Importance of listening skills, cultivating good listening skills. (Skill Development)</p> <p>Introduction to Business Ethics: 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: Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace.</p>	



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	piracy, insurance, child labor etc.	
3	Business Correspondence	15
	<p>Theory of Business Letter Writing: Parts, structure, layouts—full block, modified block, semi - block, principles of effective letter writing, principles of effective email writing.</p> <p>Personnel Correspondence: Statement of purpose, job application letter and resume, letter of acceptance of job offer, letter of resignation, letter of appointment, promotion and termination, letter of recommendation.</p>	
4	Language and Writing Skills	15
	<p>Commercial Terms used in Business Communication: Paragraph Writing (Skill Development) Developing an idea, using appropriate linking devices, etc. Cohesion and coherence, self-editing, etc. [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p>Activities: Listening comprehension, remedial teaching, speaking Skills: presenting a news item, dialogue and speeches. Paragraph writing: (Skill Development) preparation of the first draft, revision and self – editing, rules of spelling, reading comprehension: analysis of texts from the fields of commerce and management.</p>	

Reference Books

- A Practical Handbook for Consumers, IBH, Agarwal, Anju D, (1989)
- Organisational Management through Communication, Alien, R.K.(1970)
- A Handbook Of Commercial Correspondence, Ashley,A, Oxford University Press, (1992)
- Organisational Behaviour, Aswalthapa, K , Himalayan Publication, Mumbai (1991)
- Effective Credit Management, Atreya N and Guha MMC School of Management, Mumbai (1994)
- Modern Business Correspondence and Minute Writing, Bahl,J.C. and Nagamia,S.M. (1974)
- Effective Communication, Balan,K.R. and Rayudu C.S. Beacon New Delhi (1996)
- How to Write First Class Business Correspondence, N.T.C, Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) Publishing Group USA.(1998)
- Foundation of Ethics in Management, Businessworld Special Collector's Issue: Ethics and the Manager, Banerjee, Bani P, Excel Books (2005)
- Making Meetings Work, Barkar, Alan(1993)Sterling Publications Pvt. Ltd., New Delhi,(1993)
- Business Organisation and Management, Basu,C.R , T.M.H.New Delhi,(1998)
- Business and Professional Communication Concepts and Practices, Benjamin James

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Harper Collins College Publishers, New York.(1993)

- Company Notices, Meetings and Regulations , Bhargava and Bhargava, Taxman Publication (1971)
- Practical Public Relations, Black, Sam E.L.B.S. London (1972)
- Business Communication, Today, Bovee Courtland,L and Thrill, John McGraw Hill, New York, Taxman Publication(1989)



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NAGINDAS KHANDWALA COLLEGE (AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester I

4. Business Law

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2020-21)*

4. Business Law

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

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 Outcome:

- 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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Detailed Syllabus

Sr.No.	Modules / Units	No of Lectures
1	Contract Act, 1872 & Sale of Goods Act, 1930	15
	<ul style="list-style-type: none"> • Contract Act, 1872: Essential elements of contract; agreement and contract – capacity to contract, free consent, consideration, lawful objects/ consideration, breach of contract. Remedies for breach of contract. • Sale of Goods Act, 1930: Scope of Act, Sale and agreement to sell, essential of a valid Sale Contract – conditions and warranties – implied condition and warranties, rights of an unpaid seller. 	
2	Negotiable Instrument Act, 1881 & Consumer Protection Act, 1986	15
	<ul style="list-style-type: none"> • Negotiable Instrument Act, 1881: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, dishonor of Cheque. • Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of consumers, who is consumer? Meaning of the words “goods and services” – meaning of the words “defects and deficiencies of goods and services”, Consumer disputes and complaints. 	
3	Company Law	15
	Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, meaning of transfer and transmission of shares.	
4	Intellectual Property Rights (IPR)	15
	<ul style="list-style-type: none"> • Intellectual Property Rights (IPR) <ul style="list-style-type: none"> ▪ IPR definition/ objectives. ▪ Patent definition. (Skill Development) What is patentable? What is not patentable? Invention and its attributes, inventors and applications. ▪ Trademarks, (Skill Development) definition, types of trademarks, infringement and passing off. 	



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	<ul style="list-style-type: none">▪ Copy Right (Skill Development) definition and subject in which Copy Right exists, originality, meaning and content, authors and owners, rights and restrictions.▪ Geographical indications (only short notes).	
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Reference Books

- Elements of mercantile Law, N.D. Kapoor, Sultan Chand and Sons (2018)
- Business Law, P.C. Tulison , Tata McGraw- Hill Education (2000)
- Business Law , S. S Gulshan, Excel Books (2009)
- Company Law, Dr. Avtar Singh , Eastern Book Company (2015)
- Law of Intellectual Property , V.K Taraporevala , Thomson Reuters (2012)



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NAGINDAS KHANDWALA COLLEGE (AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester I

5. Business Statistics

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17



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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2020-21)*

5. Business Statistics

*(Implemented during Academic Year 2020-21)
(wef 2017-18)*

Module at a Glance

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

Objectives:

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

Course Outcome:

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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Detailed Syllabus

Sr.No.	Modules / Units	No of Lectures
1	Introduction to Statistics	15
	<p>Origin and Growth of Statistics: Statistics science of arts, functions of statistics, importance of statistics, application of statistics (Skill Development) and limitations of statistics.</p> <p>Collection of Data: Relevance of data (current scenario), Type of data (primary & secondary), primary (census vs samples), method of collection - primary data, drafting a questionnaire, sources of secondary data, sampling and methods of sampling.</p> <p>Presentation of Data: Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph (Frequency, Bar Diagram, Pie Chart, Histogram, Ogives).</p> <p>Measures Of Central Tendency: Mean (A.M, Weighted, Combined), Median (Calculation and graphical using Ogives), Mode (calculation and graphical using Histogram), Comparative analysis of all measures of Central Tendency.</p>	
2	Measures of Dispersion, Co-Relation and Linear Regression	15
	<p>Measures of Dispersion: 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>Co-Relation: Concept, Application of Correlation, Scatter Diagram, Karl Pearson's Product Moment Coefficient, and Spearman's Rank Co-Relation Coefficient.</p> <p>Linear Regression: Concept, application, (Skill Development) Least Square Method, usage in forecasting.</p>	
3	Time Series and Index Number	15
	<p>Time Series: Least Square Method, Moving Average Method, Determination of Season</p> <p>Index Number: 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	Probability and Decision Theory	15
	<p>Probability and Probability Distribution: Concept of sample space, concept of event, definition of probability, addition & multiplication of laws of probability, conditional probability, Bayes' Theorem, expectation & variance, concept of probability distribution, mathematical expectation and variance, binomial distribution, poisson distribution and normal distribution.</p> <p>Decision Theory (Skill Development): Acts, state of nature events.</p>	



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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): EMV, EOL, EVPI Decision Tree	
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Reference Books

1. Business Statistics, C Beri ,McGraw Hill (2017)
2. Statistics for Management , Richard Levin, Davis Rubin, Pearson (1997)
3. Statistical Methods , S.P.Gupta, Sultan Chand and Sons (2011)
4. Quantitative Analysis for Management , Barry Render, Ralph Stair ,Prentice Hall; 11th edition (2011)
5. Operation Research and Quantitative Techniques , D.P. Apte, Excel Books(2012)
6. Statistics of Management, Richard Levin &David S. Rubin, Printice Hall of India, New Delhi.
7. Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thompson Publication (2014)
8. Fundamental of Statistics, S C Gupta, Himalaya Publication House (2016)
9. Business Statistics, Bharadwaj, Excel Books, Delhi (2009)
10. Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher (2006)

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NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester I

6. Introduction to Financial Accounts

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2020-21)*

6. Introduction to Financial Accounts

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

Objectives:

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

Course Outcome:

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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Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Introduction	15
	<ul style="list-style-type: none"> • Meaning and Scope of Accounting: Need and development, definition, book-Keeping and accounting, persons interested in accounting, branches of accounting, objectives of accounting. • Accounting principles: Introductions to concepts and conventions. • Introduction to Accounting Standards: Meaning and scope. <ul style="list-style-type: none"> ▪ AS 1 : Disclosure to Accounting Policies ▪ AS 6: Depreciation Accounting. ▪ AS 9: Revenue Recognition. ▪ AS 10: Accounting For Fixed Assets. • International Financial Reporting Standards (IFRS)(Indian): Introduction to IFRS <ul style="list-style-type: none"> ▪ IAS-1: Presentation of Financial Statements (Introductory Knowledge) ▪ IAS-2: Inventories (Introductory Knowledge) • Accounting in Computerized Environment: Introduction, features and application in various areas of Accounting. (Skill Development) 	
2	Accounting Transactions	15
	<ul style="list-style-type: none"> • Accounting transactions: Accounting cycle, Journal, Journal proper, opening and closing entries, relationship between journal & ledger: rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns & Cash Book – Triple Column), Bank Reconciliation Statement. • Expenditure: Classification of expenditure - Capital, revenue and deferred revenue expenditure, Unusual expenses: effects of error: criteria test. • Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts. • Profit or Loss: Revenue profit or loss, capital profit or loss. 	



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3	Depreciation Accounting & Trial Balance	15
	<ul style="list-style-type: none"> • Depreciation accounting: Practical problem based on depreciation using SLM and RBM methods. (Where provision for depreciation account not maintained). • Preparation of Trial Balance: Introduction and preparation of Trial Balance. (Skill Development) 	
4	Final Accounts	15
	<ul style="list-style-type: none"> • Introduction to Final Accounts of a sole proprietor. • Rectification of errors. • Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. • Preparation and presentation of Final Accounts in horizontal format. (Skill Development) • Introduction to Schedule 6 of Companies Act , 2013. 	

Reference Books

- Financial Accounts (a managerial emphasis), Ashok Banerjee , Excel books (2009)
- Fundamental of Accounting and Financial Analysis , Anil Choudhary ,Pearson education (2007)
- Indian Accounting Standards and IFRS for non-financial executives , T.P. Ghosh, Taxman (2011)
- Financial Accounting for Business Managers, Ashish K. Bhattacharya, PHI Learning Pvt Ltd (2016)
- Introduction to Accountancy, T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi (2009)
- Advance Accounts , Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi (2016)
- Advanced Accountancy , R.L Gupta , M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
- Modern Accountancy ,Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai (2016)
- Financial Accounting , LesileChandwichk, 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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NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester I

3. Foundation of Human Skills

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2020-21)*

3. Foundation of Human Skills

*(Implemented during Academic Year 2020-21)
(wef 2017-18)*

Module at a Glance

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

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 Outcome:

- 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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Detailed Syllabus

Sr.No.	Modules / Units	No of Lectures
1	Understanding of Human Nature	15
	<ul style="list-style-type: none"> • Individual Behavior: Concepts of a man, individual differences, influence of environment. • Personality and attitude: 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. 	
2	Introduction to Group Behavior	15
	<ul style="list-style-type: none"> • Thinking, Learning and Perception: Thinking skills, thinking styles and thinking hat, Managerial skills and development, (Skill 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. • Introduction to Group Behavior: <ul style="list-style-type: none"> ▪ Group dynamics: Nature, types, group behavior models (roles, norms, status, process, structures). ▪ Team effectiveness: nature, types of team, ways of forming an effective team. ▪ Setting goals. 	
3	Organizational Culture	15



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	<ul style="list-style-type: none"> • <u>Organizational process and system.</u> <ul style="list-style-type: none"> ▪ Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games. ▪ Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes. (Skill Development) • <u>Organizational Culture</u> <ul style="list-style-type: none"> ▪ Characteristics of organizational culture. ▪ Types, functions and barriers of organizational culture. ▪ Ways of creating and maintaining effective organizational culture. 	
4	Organizational Creativity and Development and Work Stress	15
	<ul style="list-style-type: none"> • <u>Motivation at workplace:</u> concept of motivation, theories of motivation in an organizational set up. <ul style="list-style-type: none"> ▪ A. Maslow need hierarchy theory ▪ F.Hertzberg Dual Factor theory ▪ Mc.Gregor theory X and theory Y • <u>Organizational Creativity:</u> Creativity and qualities of a creative person, ways of enhancing creativity for effective decision making, creative problem solving. <p><u>Organizational Development and work stress:</u> Need for organizational development, OD techniques, stress, types of stress, causes and consequences of job stress, ways for coping up with job stress.</p>	

Reference Books

- Organizational behaviour, S.Robins, Prentice Hall Pub (2010)
- Organizational behaviour, Fred Luthans, McGrawhill, New York Pub (2013)
- Organizational behaviour, K.Aswathappa, Himalaya Publishing House (2016)
- Essentials of management, Koontz, Harold, Tata McGraw Hill (2010)



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NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester I

7. Principles of Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2020-21)*

7. Principles of Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

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 Outcome:

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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Detailed Syllabus

Sr.No.	Modules / Units	No of Lectures
1	<p>Management and its Evolution</p> <p><u>Concept of management</u> – concept, significance, managerial grid. <u>Management in new millennium</u></p> <ul style="list-style-type: none"> • Four management functions • Mintzberg Managerial roles • Management as a set of skills <p>Evolution of Management - Contribution of F.W Taylor, Bureaucratic Management and Hawthorne Studies.</p>	15
2	<p>Planning, Decision Making and Controlling</p> <p><u>Planning</u>: Meaning, importance, process, MBO, planning premises, pitfalls of planning, formal planning and opportunity planning. <u>Decision Making: (Skill Development)</u> Meaning, importance, process, techniques, difference between planning and decision making, cognitive biases and decision making. <u>Controlling</u>: Meaning, process, techniques. Close relationship of planning and controlling.</p>	15
3	<p>Organizational Management</p> <p><u>Organizing</u>: Meaning, importance, features <u>Managing the structure (vertical dimensions of organizational structure)</u></p> <ul style="list-style-type: none"> ○ Unity of command ○ Authority, Responsibility & Accountability ○ Span of control ○ Centralization and Decentralization <p><u>Managing the structure (horizontal dimensions of organizational structure)</u></p> <ul style="list-style-type: none"> ○ Line structure ○ Funnel structure ○ Divisional structure ○ Matrix Structure <p><u>Directing : Meaning and process</u></p>	15
4	<p>Understanding Business Ethics , CSR and Leadership</p>	15



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<p>Business Ethics: Meaning, purpose and scope of Business Ethics towards society and stakeholders, 3 C's of business Ethics, Myths about business ethics.</p> <p>Corporate Social Responsibility: Meaning, need, issues in CSR , ESG</p> <p>Leadership: Meaning, style, quality of good leader (Skill Development)</p> <ul style="list-style-type: none"> ○ Power: The key to leadership. ○ Models of leadership: Trait model, Behaviour model, Contingency model ○ Transformational leadership: Meaning, Transformational and Transactional Leadership. <p>Great leaders: their style, activities and skills (Skill Development) (Dhirubhai Ambani, Ratan Tata, Anand Mahindra, Bill Gates, Satya Nadella, Mark Zuckerberg).</p>	
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Reference Books

- Management: People, Performance, Change, 2nd Edition, Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy , McGraw-Hill Companies (2005)
- Contemporary Management, 3rd Edition, Gereth Jones and Jennifer George, McGraw-Hill; 3 edition (2002)
- Essentials of Management: International and Leadership Perspective 9th Edition, Harold Koontz and Heinz Weihrich, Tata McGraw Hill Publishing (2012)
- Principles of Management, Ramasamy , Himalya Publication (2012)
- Principles of Management, Tripathi Reddy, Tata Mc Grew Hill (2017)
- Management Text & Cases, VSP Rao , Excel Books, Delhi (2010)
- Essentials of Management, Koontz II & W, Mc. Grew Hill, New York (2015)
- Principles of Management-Text and Cases –Dr..M.Sakthivel Murugan, New Age Publications (2003)
- Management Concepts and OB, P S Rao & N V Shah, Ajab Pustakalaya

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NAGINDAS KHANDWALA COLLEGE
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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

1. Business Communication- II

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)*

1. Business Communication- II

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- 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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Detailed Syllabus

Sr. No.	Modules / Units	No of lectures
1	Reading and Presentation Skills	15
	<p>Reading Skills for Effective Business Communication: Introduction. What is reading? Types of reading. SQ3R technique of reading.</p> <p>Presentations: Principles of effective presentation. How to make a Power-Point presentation Making an Effective presentation. (Skill Development) .</p>	
2	Group Communication	15
	<p>Interviews: Group Discussion, preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit. Meetings: Need and Importance of meetings, conduct of meeting and group dynamics role of the Chairperson, role of the participants, drafting of notice, agenda and resolutions . Conference: Meaning and importance of Conference, organizing a conference .Modern Methods: Video and Tele – Conferencing. Public Relations (Skill Development) : Meaning, functions of PR department, external and internal measures of PR.</p>	
3	Business Correspondence	15
	<p>Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) . Only following to be taught in detail: - Letters of Inquiry, letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act . [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory].</p>	
4	Language and Writing Skills	15
	<p>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.</p>	



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Reference Books

- A Practical Handbook for Consumers, IBH, Agarwal, Anju D, (1989)
- Organisational Management through Communication, Alien, R.K.(1970)
- A Handbook Of Commercial Correspondence, Ashley,A, Oxford University Press, (1992)
- Organisational Behaviour, Aswalthapa, K , Himalayan Publication, Mumbai (1991)
- Effective Credit Management, Atreya N and Guha MMC School of Management, Mumbai (1994)
- Modern Business Correspondence and Minute Writing, Bahl,J.C. and Nagamia,S.M. (1974)
- Effective Communication, Balan,K.R. and Rayudu C.S. Beacon New Delhi (1996)
- How to Write First Class Business Correspondence, N.T.C, Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) Publishing Group USA.(1998)
- Foundation of Ethics in Management, Businessworld Special Collector's Issue: Ethics and the Manager, Banerjee, Bani P, Excel Books (2005)
- Making Meetings Work, Barkar, Alan(1993)Sterling Publications Pvt. Ltd., New Delhi,(1993)
- Business Organisation and Management, Basu,C.R , T.M.H.New Delhi,(1998)
- Business and Professional Communication Concepts and Practices, Benjamin, James Harper Collins College Publishers, New York.(1993)
- Company Notices, Meetings and Regulations , Bhargava and Bhargava, Taxman Publication (1971)
- Practical Public Relations, Black, Sam E.L.B.S. London (1972)
- Business Communication, Today, Bovee Courtland,L and Thrill, John McGraw Hill, New York, Taxman Publication(1989)



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NAGINDAS KHANDWALA COLLEGE
(AUTONOMUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

7. Business Economics I

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)*

7. Business Economics I

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

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.

Learning Outcome:

1. Knowledge of economic theory and its application
2. Develop the ability to explain core economic terms, concepts, and theories.
3. Demonstrate the ability to employ the "economic way of thinking."
4. Demonstrate awareness of global, historical, and institutional forces.
5. Apply economic theories and concepts to contemporary social issues, as well as formulation and analysis of policy.


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Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Introduction	15
	<p>Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making.</p> <p>The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium.</p>	
2	Demand Analysis	15
	<p>Demand Function - nature of demand curve under different markets. Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)-relationship between elasticity of demand and revenue concepts</p> <p>Demand estimation and forecasting: Meaning and significance - methods of demand estimation: survey and statistical methods (<i>Numerical illustrations on trend analysis and simple linear regression</i>).</p>	
3	Supply and Production Decisions and Cost of Production	15
	<p>Production function (Entrepreneurship): 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>Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (<i>hypothetical numerical problems to be discussed</i>), LAC and Learning curve - Break even analysis (<i>with business applications</i>).</p>	
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
	<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>Monopolistic competition: Equilibrium of a firm under monopolistic competition, debate over role of advertising. (<i>Topics to be taught using case studies from real life examples</i>)</p> <p>Oligopolistic markets: key attributes of oligopoly - Collusive and non-collusive oligopoly market - Price rigidity - Cartels and price leadership models. (<i>With practical examples</i>)</p> <p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing .</p>	



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	<i>(Case studies on how pricing methods are used in business world)</i>	
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Reference Books

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)
- Hirschey .M., Managerial Economics, Thomson South western (2003)
- Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
- Frank Robert.H, Bernanke, Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
- Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
- Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi, 2004)



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NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

4. Business Mathematics

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)*

4. Business Mathematics

*(Implemented during Academic Year 2020-21)
(wef 2017-18)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Elementary Financial Mathematics	15
2	Matrices and Determinants	15
3	Derivatives and Application of Derivatives	15
4	Numerical Analysis (Interpolation)	15
Total		60

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 Outcome:

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

Detailed Syllabus

Sr.No.	Modules / Units	No of lectures
1	Elementary Financial Mathematics	15
	<p>Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest.</p> <p>Annuity: Present and future value-sinking funds.</p> <p>Depreciation of Assets: Equated Monthly Installments (EMI) using flat interest rate and reducing balance method.</p> <p>Permutation and Combination: (Simple Problems to be solved with the calculator only).</p>	
2	Matrices and Determinants	15
	<p>Determinants of a Matrix of order two or three: Properties and Results of Determinants, Solving a system of linear equations using Cramer's Rule.</p> <p>Matrices: 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. (Skill Development) Case Studies: Input Output Analysis.</p>	
3	Derivatives and Application of Derivatives	15
	<p>Functions: Algebraic function and the functions used in business and Economics, Break Even and Equilibrium Point.</p> <p>Introduction and Concept: Derivatives of Constant Function, Logarithmic Functions, Polynomial and Exponential Function.</p> <p>Rules of Derivatives: Addition, Multiplication, Quotient, Second Order Derivatives.</p> <p>Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost, Total Revenue, Marginal Revenue, Average Revenue, Average and Marginal Profit, Price Elasticity of Demand.</p>	
4	Numerical Analysis (Interpolation)	15
	<p>Introduction and Concept: Finite Differences – Forward Difference Operator – Newton's Forward Difference Formula with simple examples.</p>	



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NAGINDAS KHANDWALA COLLEGE
(AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

2. Foundation Course –II (Value Education and Soft Skill)

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)*

2. Foundation Course –II (Value Education and Soft Skill)

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Globalization and Indian Society	15
2	Human Rights	15
3	Ecology	15
4	Understanding Stress and Conflict	15
Total		60

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 Outcome:

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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Detailed Syllabus

Sr. No	Modules /Units	No of Lectures
1	Globalization and Indian Society	15
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.	
2	Human Rights	15
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution .	
3	Ecology	15
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation – causes and impact on human life; Sustainable development – concept and components; poverty and environment.	
4	Understanding Stress and Conflict	15
	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. Managing Stress and Conflict in Contemporary Society (Skill Development) 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.	

Reference Books:

- 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. (2002)

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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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NAGINDAS KHANDWALA COLLEGE (AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

5. Industrial Law

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)**

5. Industrial Law

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

Objectives:

1. To understand the key elements of Industrial Disputes Act, 1947
2. To provide insights into laws related to Health, Safety, Welfare and Social Legislation.
3. To provide student with basic understanding of Industrial Law.

Learning Outcome:

1. Understanding and application of the concept of industrial relations and the system in which it operates.
2. Knowledge about the concepts, principles and issues connected with trade unions, collective bargaining.
3. Knowledge about the concepts, principles and issues connected with workers participation, grievance redressed, and employee discipline and dispute resolution.

Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Laws Related to Industrial Relations and Industrial Disputes	15

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	Industrial Disputes Act, 1947 (Entrepreneurship): Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure. The Trade Union Act, 1926.	
2	Laws Related to Health, Safety and Welfare	15
	<ul style="list-style-type: none"> • The Factory Act 1948: (Provisions related to Health, Safety and Welfare). • The Workmen's Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> ▪ Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence. ▪ Definitions. ▪ Employers' liability for compensation (S-3 to 13). ▪ Rules as to Compensation (Sec 4 to Sec 9) (14 A & 17). 	
3	Social Legislation	15
	<ul style="list-style-type: none"> • Employee State Insurance Act 1948: Definition and Employees Provident Fund. • Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues. 	
4	Laws Related To Compensation Management	15
	<ul style="list-style-type: none"> • The payment of Wages Act 1948: Objectives, Definition, Authorized Deductions. • Payment of Bonus Act, 1965. • The Payment Of Gratuity Act, 1972. 	

Reference books

- Industrial and Labour Laws, Dr. Sanjeev Kumar, Bharat Law HP Ltd
- Labour and Industrial Laws, S.N Misra, Central Law Publication
- Labour and Industrial Laws, P.K.Padhi, Eastern Economy Edition
- Commercial and Industrial Law, S.K. Dasgupta, Sterling Publishers Pvt. Ltd
- Industrial Law, Mr. N.D. Kapoor, Sultan Chand
- Employee's Provident Fund, Chopra D.S, Labour Law Agency
- Industrial Law, Mr. P.L. Mallick, Sultan Chand



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

First Year

Semester II

6. Principles of Marketing

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2020-21)*

6. Principles of Marketing

*(Implemented during Academic Year 2020-21)
(wef 2017-18)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Marketing	15
2	Segmentation, Targeting, Positioning, MIS and Consumer Behaviour	15
3	Marketing Mix	15
4	Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the Digital Age	15
Total		60

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.

Learning Outcome:

1. Understand the knowledge of marketing mix.
2. Demonstrate understanding of marketing terminology and concepts.
3. Identify the organizational process involved in the planning, implementation and control of marketing activities.



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Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	<p>Introduction to Marketing</p> <p>Importance of marketing: Definition, Importance of marketing, The 4P's and 4C's of marketing, Marketing v/s Selling.</p> <p>Core Marketing Concepts Needs want and demand, Target markets, positioning & segmentation, Offering and Brands, Value and Satisfaction, Marketing Channels, Supply Chain, Competition, Marketing Environment.</p> <p>Company Orientation towards the Marketplace The Production Concept, The Product Concept, The selling Concept, The Marketing Concept, The Holistic Marketing Concept.</p> <p>Changes in the Marketing Place The new digital age ,Rapid Globalization, Ethics and Responsibility Growth for Not for Profit Marketing.</p>	15
2	<p>Segmentation, Targeting, Positioning, MIS and Consumer Behavior</p> <p>Segmentation – Meaning, importance, basis. Targeting – Meaning, evaluating market segments and selecting market segments, concentrated marketing, micromarketing, choosing a target marketing strategy. Positioning – Meaning, strategies, developing a positioning statement. MIS and Consumer Behaviour Meaning, features and Importance, Consumer Behaviour meaning, Importance, Factors affecting consumer behaviour.</p>	15
3	<p>Marketing Mix</p> <p>Marketing mix: Meaning – elements of Marketing Mix. Product - Product Services and experience, Levels of Products, Product line decisions, Product mix decisions, New product development – failure of new product, Product life cycle strategies. Branding Strategy – Building strong brands, Brand equity and Managing Brands. Pricing – Objective, Factors influencing pricing policy and pricing strategy. Physical distribution – meaning, Factor affecting channel selection, types of marketing channels.</p>	15
4	<p>Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the Digital Age</p> <p>Advertising - Setting advertising objectives, Setting the</p>	15



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<p>advertising budget, Developing advertising strategy.</p> <p>Sales Promotion – Objectives, Major sales promotion tools.</p> <p>Public-Relations – Role and Impact of Public Relations, Major Public Relations tools.</p> <p>Personal Selling (Employability) – Nature of Personal Selling, The role of sales force.</p> <p>Direct Marketing (Skill Development) – The new direct marketing model, benefits and growth of direct marketing.</p> <p>Marketing Strategies in the Digital Age (Entrepreneurship) – 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>	
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Reference Books

- Marketing Management, A South Asia Perspective 13th edition, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha
- Principles of Marketing 13th 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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

12B. Advertising

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)**

12B. Advertising

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

Objectives:

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 Outcome:

- CO1:** Understanding the role of advertising in business world. (Level: Understand)
CO2: Study and analyze the current trends in careers in advertising . (Level: Analyze)
CO3: Demonstrate an understanding of advertising strategies and budgets . (Level: Apply)
CO4: Create an advertising campaign . (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to Advertising	15
	Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising Types of Advertising –consumer advertising, Industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising Theories of Advertising: Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance Ethics and Laws in Advertising: Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising	
2	Strategy and Planning Process in Advertising	15
	Advertising Planning process & Strategy: Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools Role of Advertising in Marketing Mix: Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.	
3	Creativity in Advertising	15
	Introduction to Creativity – definition, importance, creative process Creative strategy development– Advertising Campaign (Skill Development) – determining the message theme/major selling ideas	



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	<p>– 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.</p> <p>Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</p> <p>Creating the TV commercial – Visual Techniques, writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</p> <p>Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</p> <p>Copywriting: Elements of Advertisement copy–Headline, sub-headline, Layout, Body copy, slogans, Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</p>	
4	Budget, Evaluation, Current trends and careers in Advertising	15
	<p>Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</p> <p>Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing</p> <p>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</p> <p>Careers in Advertising: careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</p>	

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 "Integrated 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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

3. Accounting for Managerial Decisions

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)*

3. Accounting for Managerial Decisions

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module 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
Total		60

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 Outcome:

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)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of lectures
1	Analysis and Interpretation of Financial statements	15
	<ul style="list-style-type: none"> • Study of balance sheet of limited companies (Skill Development). Study of manufacturing, trading, profit and loss A/c of limited companies. • Vertical form of balance sheet and profit & loss A/c-Trend analysis, comparative statement and common size. 	
2	Ratio Analysis and Interpretation	15
	<p>Ratio analysis and Interpretation: (Based on vertical form of financial statements)including conventional and functional classification restricted</p> <p>Balance sheet ratios: Current ratio, liquid ratio, working capital ratio, proprietary ratio, debt equity ratio, capital gearing ratio.</p> <p>Revenue statement ratios: Gross profit ratio, expenses ratio, operating ratio, net profit ratio, net operating profit ratio, stock turnover ratio, debtors turnover, creditors turnover ratio.</p> <p>Combined ratios: Return on capital employed (including long term borrowings), return on proprietor's fund (shareholder fund and preference capital), and return on equity capital, dividend pay-out ratio, debt service ratio.</p> <p>Different modes of expressing ratios:-Rate, ratio, percentage, number. Limitations of the use of ratios.</p>	
3	Cash Flow Statement	15
	Preparation of cash flow statement (Accounting Standard-3 (revised).	
4	Working Capital	15
	<p>Working capital - Concept, estimation of requirements in case of trading and manufacturing organizations.</p> <p>Receivables Management-Meaning and importance, credit policy variables, methods of credit evaluation (traditional and numerical- credit scoring); monitoring the debtor's techniques [DSO, ageing schedule].</p>	

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*, South Asia Books.
4. Hingorani NL and Ramanthan AR - *Management Accounting*, Sultan Chand, New Delhi
5. Ravi M. Kishore, *Advanced management Accounting*, Taxmann, New Delhi.
6. Maheshwari SN - *Management and Cost Accounting*, Sultan Chand, New Delhi
7. Gupta, SP - *Management Accounting*, Sahitya Bhawan, Agra.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

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Semester III

2. Business Planning and Entrepreneurial Management

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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*Syllabus of Courses of
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at Semester III
(Implemented during Academic Year 2020-21)*

2. Business Planning and Entrepreneurial Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

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 Outcome:

- 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)


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Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Foundations of Entrepreneurship Development	15
	<ul style="list-style-type: none"> • Foundations of Entrepreneurship Development: Concept and need of entrepreneurship development, definition of entrepreneur, entrepreneurship, importance and significance of growth of entrepreneurial activities, characteristics and qualities of entrepreneur. • Theories of Entrepreneurship <ul style="list-style-type: none"> ➤ Innovation theory by Schumpeter, Theory of high achievement by McClelland, X-Efficiency theory by Leibenstein. ➤ Theory of Profit by Knight. ➤ Theory of social change by Everett Hagen. • External Influences on Entrepreneurship <ul style="list-style-type: none"> ➤ Development: Socio-cultural, political, economical, personal. ➤ Role of entrepreneurial culture in entrepreneurship development. 	
2	Types and Classification Of Entrepreneurs	15
	<ul style="list-style-type: none"> • Intrapreneur – Concept and development of Intrapreneurship. • Women Entrepreneur – Concept, development and problems faced by women entrepreneurs, development of women entrepreneurs with reference to Self Help Group. • Social Entrepreneurship – Concept, development of social entrepreneurship in India, importance and social responsibility of NGOs. • Entrepreneurial Development Program (EDP) – Concept, factor influencing EDP. Option available to entrepreneur. (Ancillarisation, BPO, Franchise, M&A) 	
3	Entrepreneur Project Development and Business Plan	15
	<p>Innovation, invention, creativity, business idea, opportunities through change. (Entrepreneurship Development)</p> <ul style="list-style-type: none"> • Idea generation– Sources, development of product /idea. • Environmental scanning and SWOT analysis. • Creating Entrepreneurial Venture-Entrepreneurship Development Cycle. • Business Planning Process-The business plan as an entrepreneurial tool, scope and value of business plan. 	



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	<ul style="list-style-type: none"> • Elements of business plan, objectives, market and feasibility analysis, marketing, finance, organization and management, ownership. • Critical risk contingencies of the proposal, scheduling and milestones. 	
4	Venture Development	15
	<p>Steps involved in starting of Venture.</p> <ul style="list-style-type: none"> • Institutional support to an entrepreneur- e.g. NEN. • Venture funding, requirements of capital (fixed and working), sources of finance, problem of venture set-up and prospects. <p>Start-Ups: Concepts, guidelines for Start-Ups, role of industry to promote Start-Ups, funding support and incentives for Start-Ups. (Employability)</p> <ul style="list-style-type: none"> • New trends in entrepreneurship: scalability, business incubation, Fintech, Education tech. 	

Reference Books:

1. Vasant Desai, Dynamics of Entrepreneurial Development Management- Himalaya Publishing House.
2. S.S. Khanna, Entrepreneurial Development – S.Chand and Company Ltd.
3. CL Bansal, Entrepreneurship and Small Business Management - Haranand Publication.
4. Sami Uddin, Entrepreneurial Development in India - Mittal Publication.
5. Nanda Kumar, Start-up Fundamentals –Independently published.
6. Rohit Prasad, Start-up Sutra – Hachette India
7. www.India.gov.in
8. www.Vikaspedia.in/social welfare



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

8A. Basics of Financial Services

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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ARTS & MANAGEMENT STUDIES AND SHANTABEN
NAGINDAS KHANDWALA COLLEGE OF SCIENCE
(AUTONOMOUS)
MALAD (W), MUMBAI - 400 054

**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)**

8A. Basics of Financial Services

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Financial System	15
2	Commercial Banks, RBI and development Banks	15
3	Insurance	15
4	Mutual Funds	15
Total		60

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 Outcome:

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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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Financial System	15
	An overview of Financial System, Financial Markets, Structure of Financial Market ((Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System(Overview of SEBI and RBI-Role and Importance as regulators).	
2	Commercial Banks, RBI and Development Banks	15
	<ul style="list-style-type: none"> • Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms. • Reserve Bank of India-Organisation & Management, Role And Functions • Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks. 	
3	Insurance	15
	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	Mutual Funds	15
	<ul style="list-style-type: none"> • Concept of Mutual Funds, Growth of Mutual Funds in India , Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India. (Employability) 	

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-

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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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

10B. Consumer Behaviour

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)*

10B. Consumer Behaviour

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

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 analysing consumer information and using it to create consumer- oriented marketing strategies.

Course Outcome:


- 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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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to Consumer Behaviour	15
	Meaning of consumer behaviour, features and importance. Types of consumer (institutional and retail). Diversity of consumers and their behaviour, Types of consumer behaviour. Profiling the consumer and understanding their needs. Consumer involvement. Application of consumer behaviour knowledge in marketing. Consumer decision making process and determinants of buyer behaviour, factors affecting each stage, and need recognition.	
2	Individual- Determinants of Consumer Behaviour	15
	Consumer needs and motivation (Theories - Maslow, McClelland). Personality – Concept, nature of personality, Freudian, non - Freudian and Trait theories. Personality Traits and its marketing significance. (Skill Development) Product personality and brand personification. Self-Concept. Consumer Perception. Learning - Theory, nature of consumer attitudes. Formation and change, concept of attitude.	
3	Environmental Determinants of Consumer Behaviour	15
	Family influences on buyer behaviour. Roles of different members, needs perceived and evaluation rules. Factors affecting the need of the family, family life cycle stage and size. Social class and influences. Group dynamics and consumer reference groups, social class and consumer behaviour - reference groups, opinion leaders and social influences, in- group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. Cultural Influences on Consumer Behaviour: Understanding cultural and sub- cultural influences on individual, norms and their role, customs, traditions and value system.	

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4	Consumer Decision Making Models and New Trends	15
	Consumer Decision Making Models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of consumer decision making, Diffusion of innovations, process of diffusion and adoption, innovation decision process, innovator profiles. E-Buying Behaviour: The E-buyer vis-a vis the brick and mortar buyer. Influences on E-buying.	

Reference Books:-

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th edition). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th edition.) 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 – McGraw Hill.
5. Loudan, David L and Bitta, A.J. Della Consumer Behaviour, McGraw Hill
6. Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th edition). Pearson.
7. Nair, Suja R- Consumer Behaviour in Indian Perspective, Himalayan Books,



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

7A. Corporate Finance

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)**

7A. Corporate Finance

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

1. The objectives is 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 Outcome:

- 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: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction	15
	<ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, principles of corporate finance, significance of corporate finance, amount of capitalisation, over capitalisation and under capitalisation, fixed capital and working capital funds. • Introduction to ownership securities – Ordinary shares, preference shares, creditor ship securities, debtors and bonds, convertible debentures, concept of private placement of securities. 	
2	Capital Structure and Leverage	15
	<ul style="list-style-type: none"> • Introduction: Capital structure theories, EBIT – EPS analysis for capital structure decision. (Skill Development) • Cost of Capital – Cost of debt, cost of preference shares, cost of equity shares and cost of retained earnings, calculation of weighted cost of capital. • Introduction to concept of Leverage - Operating leverage, financial leverage and combined leverage. 	
3	Time Value of Money	15
	<ul style="list-style-type: none"> • Introduction to Time Value of Money – Compounding and discounting. • Introduction to basics of Capital Budgeting -- Time value of money based methods: NPV and IRR (Net Present Value and Internal Rate of Return). • Importance of risk and return analysis in corporate finance. 	
4	Mobilisation of Funds	15
	<p>Public deposits and RBI regulations, company deposits and SEBI regulations, protection of depositors, RBI and public deposits with NBFCs.</p> <p>Foreign capital and collaborations, Foreign Direct Investment (FDI), emerging trends in FDI.</p> <p>Global Depository Receipts, policy development, capital flows and equity debt.</p> <p>Brief introduction and sources of short term finance: Bank Overdraft, Cash Credit, Factoring.</p>	



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Reference Books:-

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd.
2. Prasanna Chandra, Financial Management - Tata - McGraw Hill.
3. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd edition.). Wiley India Pvt. Ltd.
4. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st edition). TMH
5. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.
6. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

6A. Equity and Debt Market

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)*

6A. Equity and Debt Market

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

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.

Learning Outcome:

1. The learner receives in-depth understanding of debt capital markets
2. It makes the learner familiar with primary and secondary market for government securities and debt market.



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to Financial Market	15
	<p>Equity Market – Meaning and definitions of equity share; growth of corporate sector and simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of equity culture in India and current position.</p> <p>Debt Market – Evolution of debt markets in India; money market and debt markets in India; regulatory framework in the Indian debt market.</p>	
2	Dynamics of Equity Market	15
	<p>Primary:</p> <ol style="list-style-type: none"> 1. IPO – Methods followed: Book Building ,Fixed Price 2. Role of merchant bankers in fixing the price. 3. Red herring prospectus – unique features. 4. Sweat equity, ESOP and Rights issue of shares. <p>Secondary:</p> <ol style="list-style-type: none"> 1. Definition and functions of stock exchanges. 2. Evolution and growth of stock exchanges. 3. Stock exchanges in India. 4. NSE, BSE OTCEI and overseas stock exchanges. 5. Recent developments in stock exchanges. 6. Stock market indices. 	
3	Players in Debt Markets	15
	<p>Players in Debt Markets:</p> <ol style="list-style-type: none"> 1. Govt. securities. 2. Public sector bonds and corporate bonds. 3. Open market operations. 4. Security Trading Corp. of India. 5. Primary Dealers in Govt. Securities. <p>Bonds:</p> <ol style="list-style-type: none"> 1. Features of bonds. 2. Types of bonds. 	
4	Valuation of Equity and Bonds (Skill Development)	15
	<p>Valuation of equity:</p> <ol style="list-style-type: none"> 1. Balance sheet valuation. 	


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	<p>2. Dividend discount model (zero growth, constant growth and multiple growth).</p> <p>3. Price earning model.</p> <p>Valuation of bonds</p> <p>1. Determinants of the value of bonds.</p> <p>2. Yield to Maturity.</p> <p>3. Interest rate risk.</p> <p>4. Determinants of Interest Rate Risk.</p>	
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Reference Books:-

1. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill.
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai.
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers.
4. Gordon and Natarajan, Financial Services, Himalaya Publishers.
5. Meir Khan, Financial Institutions and Markets, Oxford Press.
6. Dr. S. Gurusamy, Financial Markets and Institutions, Tata McGraw Hill.
7. Dr. Bharti Pathak, The Indian Financial System, Pearson.
8. M.Y.Khan, Indian Financial System, Mc.Graw Hill.
9. Machiraju, H.R., Indian Financial System, Vikas Publications.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

9A. Introduction to Cost Accounting

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)*

9A. Introduction to Cost Accounting

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

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 Outcome:

- 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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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction	15
	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).	
2	Elements of Cost	15
	Material Costing- Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems) Labour Costing - (Bonus and Incentive Plans) (Practical Problems) Overhead Costing (Primary and Secondary Distribution)	
3	Cost Projection	15
	Cost Sheet (Current and Estimated) (Practical Problems) Reconciliation of financial accounts and cost accounting (Practical Problems) (Skill Development)	
4	Emerging Cost concepts	15
	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 Balanced Scorecard	

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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

5. Information Technology in Business Management-I

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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*Syllabus of Courses of
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(Implemented during Academic Year 2020-21)*

5. Information Technology in Business Management-I

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to IT Support in Management	15
2	Office Productivity Software	15
3	E-Commerce and Consumer Oriented E- Commerce	15
4	E-Security	15
	Total	60

Objectives:

1. To learn basic concepts of Information Technology, its support and role in management, to provide students with expertise in the technological aspects of management specially use of computers for solving business problems and making managerial decisions.
2. Module II comprises of practical hands on training required for office automation. It is expected to have practical sessions of latest MS-Office software
3. To understand basic concepts of Email, Internet and websites, domains and security therein
4. To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features.

Course Outcome

CO1: Apply the concepts of IT for management. (Level: Apply)

CO2: Prepare documents using office productivity software. (Level: Apply)

CO3: Describe consumer oriented E-Commerce. (Level: Understand)


CO4: Describe the various types of security threats. (Level: Understand)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Introduction to IT Support in Management	15
	<ul style="list-style-type: none"> • Information Technology concepts. Concept of data, information and knowledge, Concept of database. • Introduction to Information Systems and its major components. Types and levels of information systems, Main types of IT support systems. • Computer based Information Systems (CBIS) Types of CBIS - brief descriptions and their interrelationships/hierarchies. <ul style="list-style-type: none"> • Office Automation System (OAS). • Transaction Processing System (TPS). • Management Information System (MIS). • Decision Support Systems (DSS). • Executive Information System (EIS). • Knowledge based system, Expert system. • Success and failure of Information Technology. Case Studies: - Failures of Nike and AT&T. • IT development trends. • Major areas of IT applications in management. <ul style="list-style-type: none"> • Concept of digital economy and digital organization. • IT resources. <p>Open Source Software - Concept and applications. Study of different operating systems. (Windows / Linux/ DOS).</p>	
2	Office Productivity Software	15
	<ul style="list-style-type: none"> • Learn Word: Creating/saving of Document, Editing and formatting features, Designing a title page, preparing index, Use of SmartArt, working with tables, Cross reference, bookmark 	

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	<p>and hyperlink, Mail merge, language tools.</p> <ul style="list-style-type: none"> • Advanced Spreadsheets <ul style="list-style-type: none"> a) Multiple spreadsheets Creating and using templates, Creating and linking multiple spreadsheets, Add Headers/Footers to a workbook, Create formulas that use references to cells in different worksheets, Creating and using named ranges. b) Functions Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR, Database Functions VLOOKUP, HLOOKUP, Conditional logic functions IF, COUNTIF, and SUMIF. c) Data Analysis Using scenarios, creating and managing a scenario, Using Goal seek, Using solver, Pivot Tables – Building Pivot Tables, Pivot Table regions, Rearranging Pivot Table. Creating simple macros. <p>Business Presentation (Skill Development) Creating a presentation with minimum 20 slides with a script. Presenting in different views, inserting pictures, videos, creating animation effects on them. Slide transitions, timed presentations, Viewing and navigating a presentation.</p> <ul style="list-style-type: none"> • Personal Information Manager Creating contacts database appointments, to do lists, tasks. Using a PIM such as Outlook, Email and Internet • Introduction to Email Writing professional emails, Creating digitally signed documents. <p>Use of Outlook: (Skill Development)</p> <ul style="list-style-type: none"> • Configuring Outlook, creating and managing profile in outlook, sending and receiving emails through outlook, emailing the merged documents. • Introduction to bulk Email software • Internet Understanding Internet Technology, Concepts of Internet, Intranet, Extranet, Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN. • DNS Basics: Domain Name Registration, Hosting Basics. 	
3	E-Commerce and Consumer Oriented E-Commerce	15
	<ul style="list-style-type: none"> • Introduction and emergence of E-commerce and M-Commerce: Concept of E-commerce and M-Commerce, Definition of E-commerce and M-Commerce, Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, and E-Governance). 	



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	<ul style="list-style-type: none"> • E- Commerce Models: Store Front Model, Brick and Mortar Model, Build to order Merchant model, Service Provider Model, Broker Model, Advertiser Model, Virtual Mall Model and Infomediary Model. • Consumer Oriented E-Commerce : Traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services. 	
4	Security Threats	15
	<ul style="list-style-type: none"> • Threats to computer systems and control measures: Types of threats: - Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism), Threat Management. • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management, Information Systems Security. • Security on the internet: Network and website security risks. Website hacking and issues therein. Security and email. • E-Business Risk Management Issues: Firewall concept and component, benefits of Firewall. • Understanding and defining enterprise wide security framework. • Information security environment in India with respect to real time application in business: Types of Real Time Systems, distinction between Real Time, On – line and Batch Processing System. Real Time applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E-Cash, Security requirements for Safe E-Payments, Security measures in International and Cross Border financial transactions; • Threat hunting software 	

Reference Books:

1. Efraim Turban, Dorothy Leidner, Ephraim Melean, James Wetherbe, Information Technology for Management, 6TH ED (With CD), Wiley.
2. B Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch, Microsoft Office Professional 2013 Step by Step, Prentice Hall India.
3. Joseph, P.T.: E-commerce: An Indian Perspective, Tata McGraw Hill.



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4. John P. Wack, Lisa J. Carnahan, Computer Viruses and Related Threats: A Management Guide, Diane Pub Co.
5. Bharat, Bhaskar, Electronic Commerce - Technologies & Applications, Tata McGraw Hill
6. Dave Chaffey, E-Business & E-Commerce Management, Prentice Hall.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

1. Personal Effectiveness Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)*

1. Personal Effectiveness Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)(New Course)*

Module at a Glance

Sr No	Modules	No. of Lectures
1	Self-Esteem and Positive Attitudes	15
2	Working with others	15
3	Valuing Diversity	15
4	Workplace Success	15
	Total	60

Objectives:

1. Learners learn to manage their time, emotions and priorities effectively.
2. Build their confidence in dealing with difficult people and conflicts at workplace
3. How to persuade and influence others to achieve results.
4. Develop an action plan to enhance personal effectiveness at work.


Course Outcome:

- CO1:** Practice self-esteem and positive attitude. (Level: Apply)
CO2: Demonstrate the ability to work with others. (Level: Apply)
CO3: Analyse the diversity at the workplace. (Level: Analyse)
CO4: Demonstrate principles of career planning. (Level: Apply)



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Detailed Syllabus

Sr. No.	Modules / Units	
1	Self- Esteem and Positive Attitudes	15
	<ul style="list-style-type: none"> • Self-Esteem – What is self-esteem? Self-concept and self-esteem, how self-esteem is formed, causes of low self-esteem, depression and self-esteem, techniques to increase self-esteem- behavioural methods, cognitive methods, humanistic methods, assertiveness, and physical appearance as a source of self-esteem, improving body image. • Positive Attitudes – Definition, how attitudes develop, how attitudes are learned, attitudes and their influence on others, ways of improving attitudes, coping with other people's negative attitudes. (Skill Development) 	
2	Working with others	15
	<ul style="list-style-type: none"> • Value-added qualities– Cheerfulness, sense of humour, tactfulness, empathy and sympathy, willingness to participate. • Negative traits to avoid – Resentment, irritating habits, envy or jealousy, self-pity. • Being a team player – Keys to getting along with others, being a good team player, understanding your role in the team. • Understanding your work group – Helping your colleagues, identify colleagues with special characteristics – complainers, tattletale, bossy, favourite, arguer. 	
3	Valuing Diversity	15
	<ul style="list-style-type: none"> • Diversity at the workplace – Understanding the workforce today, taking pride in one's culture and understanding other's perspective. • Cultural Conflicts – Understanding other cultures, managing language barriers, making cultural adjustments. • Discrimination – Prejudice and stereotyping, avoiding, resisting or fighting discrimination. 	
4	Workplace Success	15
	<ul style="list-style-type: none"> • First day on the job – Preparing a resume, employment forms, job description, rules of the job, safety rules • Keeping your job – Work environment, workplace politics, integrity and ethics at the workplace, understanding employer expectations, keeping high standards – honesty, petty theft, expense account abuses, and alcohol abuse. 	

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	<ul style="list-style-type: none"> • Planning your career – Visualise success in your career, career goal, goal planning, how to leave a job. 	

Reference Books:

Essential Reading:

1. Masters, W. &. (2001). Personal Development for Life and Work. Singapore: Thomson Learning.

Further Reading:

1. Melgosa, D. J. (2014). Discover your worth-The importance of self-esteem and how to develop it. Spain: New Lifestyle.

2. Onkar, R. (2009). Personality Development and Career Management. New Delhi: S. Chand & Company Ltd.

3. Schustack, H. S. (2004). Personality - Classic Theories and Modern Research. Delhi: Pearson Education.



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Syllabus and Question Paper Pattern

OF

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

11B. Product Innovations Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)*

11B. Product Innovations Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module 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
Total		60

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 Outcome:

- 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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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Innovations Management	15
	<p>Introduction -Innovations Management: Innovations: Concept; features; types of Innovations; innovations management; features of innovations management; significance of innovations; principles of Innovations.</p> <p>Thinking Tools for Innovations: (Skill Development) Left and right brain thinking; creative thinking; traditional V/S creative thinking; intuition; introduction to creativity; process of creativity; creativity methods.</p> <p>Legal Aspects of Innovations: Safeguarding innovations; concept of intellectual property rights; patents; patenting. Trends; trademarks; Industrial designs; copyrights; trade secrets.</p>	
2	Managerial Aspects of Innovations functions	15
	<p>Organizing for Innovations: Introduction; concepts; organizational theories and structures; traits of innovative organization; Factors influencing organizational design and Size decision.</p> <p>Strategizing Innovations: Introduction; innovations as a strategy component; developing innovation strategy; innovation strategies; market standing based strategies.</p> <p>Managing Innovations Functions : Introduction; style at the top; planning; organizing; staffing; controlling; characteristics of good management.</p> <p>Climate and culture for innovations : Introduction; Need for creative organizations; characteristics of creative organizations; creating creative organizations – 7s framework; fostering innovations climate and culture.</p>	
3	Product innovations, Process Innovations and Innovations Diffusion	15
	<p>Introduction to Product Innovations: Types of new products; technology strategy for product innovation; new product development process; packaging innovations; positioning innovations; New</p>	



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	<p>product failures; cases of Innovating companies. Introduction: concept of process; features of process; types of process innovations; process management; process improvement methods; business process reengineering; benchmarking.</p> <p>Innovations Diffusion 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.</p>	
4	New Product Development Strategy	15
	<ul style="list-style-type: none"> • New Product Development and Product Specifications: (Skill Development) Concept of new product development, specifications; establishment of specifications. • Concept Generation, Selection and Testing : 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. • Product Testing: Introduction, purpose of product testing; overriding concerns of product testing; major decision in constructing a product test. 	

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, 4th 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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

4. Strategic Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)**

4. Strategic Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Strategy Formulation	15
3	Strategic Implementation and control	15
4	International Strategies	15
Total		60

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 Outcome:

CO1: Describe strategy and strategic 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)

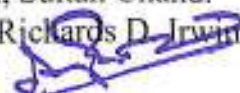

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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction	15
	<ul style="list-style-type: none"> • Strategy - Meaning, definition. • Strategic Management- Meaning, definition, importance. • Strategic management process, levels of strategy. • Concept and importance of Strategic Business Units (SBUs). • Strategic Intent-Mission, vision, goals, objective, plans. 	
2	Strategy Formulation	15
	<ul style="list-style-type: none"> • Environment Analysis and Scanning: SWOT, Resource Based View (RBV), Key Success Factor. (Skill Development) • Models of strategy making. • Corporate Level Strategy (Stability, Growth, Retrenchment, Integration). • Business Level Strategy (Cost Leadership, Differentiation, Focus). • Functional Level Strategy (R&D, HR, Finance, Marketing, Production). 	
3	Strategic Implementation & Control	15
	<ul style="list-style-type: none"> • Strategic analysis and choices. • Strategic Implementation – Concept and process. • Strategic Management Tools - BCG Matrix, GE 9 Cell, Porter's 5 Forces, 7S Frame Work. • Organizational Structure – Line, line and staff, functional, divisional, matrix, relation between strategy and structure. • Strategic Evaluation and Control – Meaning, steps and techniques. 	
4	International Strategies	15
	<ul style="list-style-type: none"> • Opportunities and challenges from globalization. • Impact of national conditions on competitive advantage. • Pattern of global expansion and entry modes. • Strategies in geographical expansion. • Tapping the Mass – Market in emerging economies. • Competing with multinational firms, becoming a global contender. 	

Reference Books:

1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
2. Vipin Gupta, Kamala Gollakota, R Srinivasan: Business Policy and Strategic Management Concepts and Application, Prentice Hall.
3. Michal A. Hilt, Robert E. Hoskisson, R Duane Ireland-Management of History, Thomson Publication.
4. P.K. Ghosh: Business Policy, Strategy, Planning and Management, Sultan Chand.
5. Christensen, Andrews Dower: Business Policy- Text and Cases, Richard D. Irwin



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6. William F. Glueck: Business Policy – Strategy Formation and Management Action, Tata McGraw Hill.
7. Bongee and Colonan: Concept of Corporate Strategy.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester III

13B. Social Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2020-21)**

13B. Social Marketing

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Social Marketing and its Environment	15
2	Social Marketing Plan, STP and Marketing Mix	15
3	Managing Behaviour for Social Change and NPO and CSR	15
4	Social Marketing- A Sectorial Overview and Careers	15
Total		60

Objectives:

1. Understand the concept of social marketing, compare and contrast marketing in a profit-oriented corporate and a nonprofit social environment.
2. Analyse the impact of environment on social marketing & study the various behavior models/frameworks/theories for social change.
3. To study the basis of Segmentation, Targeting and Positioning and identify marketing mix of social marketing.
4. To provide an overview of the Not for Profit Sector (NPO) and comment on the CSR provision in the companies act of 2013.
5. To study overview of social marketing in various key sectors and
6. Identify basic ethical issues in Social marketing and appreciate the careers in Social Marketing

Course Outcome:


- CO1:** Explain social marketing and its environment. (Level: Understand)
CO2: Apply Social marketing mix. (Level: Apply)
CO3: Differentiate between NGO and CSR. (Level: Analyze)
CO4: Apply social marketing to various sectors. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to Social Marketing and its Environment	15
	<p>Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing, Social Marketing Unique Value Proposition, Relevance of Social marketing.</p> <p>Environment in Social Marketing, Components, Impact of Environment on Social Marketing.</p>	
2	Social Marketing Plan, STP and Marketing Mix	15
	<p>Social Marketing Plan, Segmentation, Targeting & Positioning Social Marketing Plan, Steps in developing social marketing plan, importance of planning, Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning.</p> <p>Social Marketing Mix Product: Social Product, Level of Product, Social Product Branding Decision. Price: Monetary and non-monetary incentives for desired behaviour, Pricing Objectives, Pricing Strategies. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.</p>	
3	Managing Behaviour for Social Change & NPO & CSR	15
	<p>Managing Behaviour for Social Change Types of Behaviour Objectives, Knowledge objectives and belief objectives, Behaviour Change Models, Theories and Frameworks: Social Norm Theory, The diffusion of innovation model, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The behavioural economics framework and the nudge factor, the science of habit framing.</p>	

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	Not for Profit Organization (NPO) & CSR Meaning, NGO, Voluntary Organization, Third Sector, NPO Sector. Status of Voluntary sector in India. Starting a Voluntary Organization in India: Trust, Society, Section 8 Company under the Companies Act of 2013. CSR, Meaning, Overview of CSR in India, Overview of CSR rules for corporation under Companies Act of 2013, CSR Impact Evaluation. Need for Governance in Not for Profit Sector, Ethics in Social Marketing	
4	Social Marketing -A Sectorial Overview and Careers	15
	Marketing Health Marketing Education Marketing Medicare Marketing Sanitation Marketing Financial Literacy & Savings Marketing Digital Literacy Marketing of Social Issues of Youth. Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing. (Employability Development)	

Reference Books:-

1. Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.
2. Andreasen, A.R. (2006). Social Marketing in the 21st century. London, UK: Sage.
3. Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013
4. Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)
5. Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)
6. French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
7. Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

9A. Auditing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

9A. Auditing

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

Objectives:

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

Course Outcome:

- 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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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Introduction to Auditing	15
	<p>Basics – Financial Statements (Skill Development)</p> <ul style="list-style-type: none"> • Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing. • Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud • Principles of Audit – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting • Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit 	
2	Audit Planning, Procedures and Documentation	15
	<ul style="list-style-type: none"> • Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach. • Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before commencing Work, Overall Audit Approach • Audit Working Papers - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books • Audit Notebook – Meaning, structure, Contents, General Information, Current Information, Importance 	



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3	Auditing Techniques and Internal Audit Introduction <ul style="list-style-type: none"> • 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 - 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 	15
4	Auditing Techniques: Vouching & Verification Audit of Income (Skill Development) <ul style="list-style-type: none"> • - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received • Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense • Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures • Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities 	15

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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

1. Business Economics- II

- 2. Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

1. Business Economics- II

*(Implemented during Academic Year 2020-21)
(wef 2016-17)*

Module at a Glance

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

Objectives:

1. The course is designed to make students aware of the new trends in Business Economics.
2. The course intends to give learners hands on experience and learning in Business Economics.

Course Outcome:

- CO1:** Explain the concepts of macroeconomics. (Level: Understand)
CO2: Apply the concepts of inflation and monetary policy. (Level: Apply)
CO3: Describe the constituents of fiscal policy. (Level: Analyze)
CO4: Demonstrate the principles of international trade, (Level: Apply)



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Detailed Syllabus:

Sr. No.	Modules / Units	
1	Introduction to Macroeconomic Data and Theory	15
	<ul style="list-style-type: none"> • Macroeconomics: Meaning, scope and importance. Circular Flow of Aggregate Income and Expenditure: Closed and open economic models. • The Measurement of National Product: Meaning and importance – conventional, Green GNP and NNP concepts - relationship between National Income and economic welfare. Short Run Economic Fluctuations: Features and phases of Trade Cycles. • The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment Function - effects of investment. Multiplier on changes in income and output. 	
2	Money, Inflation and Monetary Policy	15
	<ul style="list-style-type: none"> • Money Supply: Determinants of money supply - factors influencing velocity of circulation of money • Demand for Money: Classical and Keynesian approaches and Keynes' liquidity preference theory of interest. • Money and Prices: Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach. • Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of inflation- Nature of inflation in a developing economy. • Monetary Policy: Meaning, objectives and instruments, inflation targeting. 	
3	Constituents of Fiscal Policy	15
	<ul style="list-style-type: none"> • Role of a Government: To provide public goods- principles of sound and functional finance. • Fiscal Policy: Meaning, objectives - Contra Cyclical Fiscal Policy and Discretionary Fiscal Policy. • Instruments of Fiscal Policy : Canons of taxation - factors influencing incidence of taxation - effects of taxation, significance of public expenditure - social security contributions- low income support and social insurance programmes - public debt - types, public debt and fiscal 	

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	<p>solvency, burden of debt finance.</p> <ul style="list-style-type: none"> • Union Budget - Structure - deficit concepts- fiscal responsibility and Budget Management Act. 	
4	Open Economy : Theory and Issues of International Trade	15
	<ul style="list-style-type: none"> • The basis of international trade: Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types factors determining terms of trade - gains from trade - free trade versus protection. • Foreign Investment: Foreign portfolio investment- benefits of portfolio capital flows. Foreign Direct Investment - merits of Foreign Direct Investment - Role of Multinational Corporations. • Balance of Payments: Structure - types of disequilibrium - measures to correct disequilibrium in BOP. <p>Foreign Exchange and Foreign Exchange Market (Skill Development)</p> <ul style="list-style-type: none"> • : Spot and Forward rate of exchange - hedging, speculation and arbitrage -fixed and flexible exchange rates- managed flexibility. 	

Reference Books

- 1) HL Ahuja, Macroeconomics for Business and management; S Chand and Company.
- 2) Richard T Froyen, Macroeconomics; Pearson Education India.
- 3) By Mankiw N Gregory, Macroeconomics; Cengage Learning India Pvt.Ltd.
- 4) Ray S K, The Indian Economy; Prentice Hall India Learning Private Limited.
- 5) Vibha Mathur, Indian Economy and the WTO; New Century Publications.
- 6) G. S. Gupta , Macroeconomics : Theory and Applications ;McGraw Hill Education



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

2. Business Research Methods

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)*

2. Business Research Methods

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

Objectives:

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 Outcome:

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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Detailed Syllabus:

Sr No	Modules / Units	No of lectures
1	Introduction to Business Research Methods	18
	<p>Meaning and objectives of research, when research is necessary and unnecessary, threats to marketing research. Types of research- a) Pure, Basic and Fundamental b) Applied c) Empirical d) Scientific and Social e) Historical f) Exploratory g) Descriptive h) Causal</p> <p>Concepts in Research: Variables, Qualitative and Quantitative Research.</p> <p>Stages in research process. Characteristics of good research. Hypothesis-Meaning, nature, significance, types of hypothesis, sources.</p>	
2	Research Design, Sampling and Scales	14
	<p>Research Design (Skill Development) – 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.</p> <p>Sampling- Meaning of sample and sampling, Methods of sampling-i) Non Probability Sampling- Convenient, Judgment, Quota, Snow ball ii) Probability- Simple Random, Systematic, Stratified, Cluster, Area, Multi Stage.</p> <p>Types of scales - i) Likert scale, ii) Semantic Differential scale iii) Rating methods – itemised rating scale, rank-order scale, constant sum scale, graphic rating scales.</p>	
3	Primary and Secondary Data	16
	<p>Types of data and sources-primary and secondary data sources.</p> <p>Methods of collection of primary data :</p> <p>Observation- i) Structured and Unstructured, ii) Disguised and Undisguised, iii) Mechanical observations (use of gadgets). Experimental i) Field ii) Laboratory. Interview – i) Personal Interview ii) Focused Group, iii) In- Depth Interviews – Method. Survey- Telephonic survey, Mail, E-mail, Internet survey, Social Media and Media listening. Survey instrument- i) Questionnaire designing. Types of questions- i) Structured/ Close ended and ii) Unstructured/ Open ended, iii) Dichotomous, iv) Multiple Choice Questions.</p>	
4	Data analysis, interpretation and report writing	12
	Processing of data- i) Editing- field and office editing,	

	ii) coding– meaning and essentials, iii) tabulation – note Analysis of data-meaning, purpose, types. Interpretation of data (Skill Development) -Essentials, importance and significance of processing data Multivariate analysis– concept only Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, Bibliography Ethics and research Objectivity, confidentiality and anonymity in Research Plagiarism	
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Reference Books

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



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

3. Change Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)*

3. Change Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)(New Course)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Explain the concepts of change management. (Level: Understand)
CO2: Predict the impact of change. (Level: Apply)
CO3: Describe the reasons for resistance to change. (Level: Understand)
CO4: Assess effective implementation of change in organizations. (Level: Analyse)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Introduction	15
	Introduction and levels of change, importance, imperatives of change, forces of change. Organizational culture and change. Types and Models of Change –Kurt Levin’s change model, action research, expanded process model, A.J. Leavitt’s Model.	
2	Impact of Change	15
	Change and its Implementation– individual change: concept, need, importance and risk of not having individual perspective. Team Change – concept, need, importance and limitation. Change Agents (Skill Development) -types, roles and competencies of change agent, agent styles, areas of change agent.	
3	Resistance to Change	15
	Change and its Impact– resistance to change and sources-sources of individual resistance, sources of organizational resistance. Overcoming Resistance to Change (Skill Development) – manifestations of resistance, Six Box Model. Minimizing RTC. OD Interventions to overcome change- meaning and importance, team intervention, role analysis technique, coaching and mentoring. T-group, job expectations technique, behaviour modification, managing role stress. (Skill Development)	
4	Effective Implementation of change	15
	Systematic approach to change, client and consultant relationship. Learning Organization- concept, process, and discipline of Senge Approach. Knowledge organization- concept, evolution, importance and process. Case study on smart change leaders, case lets on action research.	

Reference Books

1. French and Bell, Organisational Development; Pearson Education.
2. Harvey and Brown, An experiential approach to O.D; Pearson Education.
3. Dharani Sinha P, Consultants and Consulting Styles; Vision Books Pvt. Ltd, India.
4. Kavita Singh, Organization Change; Excel Books.
5. S.K. Bhatia, Organisational Change; Deep & Deep Publications Pvt.Ltd.
6. K.Ashwathapa, Management and OB, HRM; McGraw Hill Education.
7. Radha Sharma, Training and Development; Tata McGraw Hill Education.

Recommended for Book Review

Spencer Johnson. (1998). Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life. United States: Putnam Adult.

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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

7A Corporate Restructuring

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

7A Corporate Restructuring

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Corporate Restructuring – Introduction and Concepts	15
2	Accounting of Internal Reconstruction	15
3	Accounting of External Reconstruction	15
4	Impact of Reorganization on the Company	15
Total		60

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 Outcome:


- 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)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Corporate Restructuring – Introduction and Concepts (Only Theory)	15
	<ul style="list-style-type: none"> • Corporate Restructuring - Historical background, meaning of corporate restructuring, corporate restructuring as a business strategy, need and scope. <p style="background-color: yellow;">Planning, formulation and execution of various restructuring strategies(Skill Development)</p> <ul style="list-style-type: none"> • , important aspects to be considered while planning or implementing corporate restructuring strategies. • Forms of Restructuring - Merger, Demerger, Reverse Merger, Disinvestment, Takeover/Acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump Sale. • Case studies of each type of restructuring with practical example from the corporate sector on Merger, Demerger, Reverse Merger, Disinvestment, Takeover/Acquisition, Joint Venture (JV), • Strategic Alliance, Franchising and Slump Sale. 	
2	Accounting of Internal Reconstruction (Practical and Theory)	15
	<ul style="list-style-type: none"> • Need for reconstruction and Company Law provisions, distinction between internal and external reconstructions. • Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same. 	
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and Theory)	15
	<ul style="list-style-type: none"> • In the nature of merger and purchase; corresponding accounting treatments of pooling of interests and purchase methods respectively. • Computation and meaning of purchase consideration and problems based on purchase method of accounting only. 	

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4	Impact of Reorganization on the Company - An Introduction (Only Theory)	15
	<ul style="list-style-type: none"> • Change in the Internal Aspects on Reorganization – change of name and logo, revised organization chart, communication, employee compensation, benefits and welfare activities, aligning company policies, aligning accounting and internal database management systems, re-visiting internal processes and re-allocation of people. • Change in External Aspects on Reorganization - Engagement with statutory authorities, revised ISO Certification and similar other certifications, revisiting past government approvals, decisions and other contracts. • Impact of Reorganization - Gain or loss to stakeholders, implementation of objectives, integration of businesses and operations, post-merger success and valuation and impact on human and cultural aspects. • Demerger –L&T • Overseas Acquisition – Tata Corus deal • Merger of ICICI with ICICI Bank • Slump Sale – Piramal to Abbott • Dr Reddy Laboratories- multiple restructuring strategies. • Leveraged buy- out – Bharti-Zain • Overseas Acquisition – Daiichi RanBaxy • Acquisition – Patni by IGate. 	

Reference Books :-

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



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

11B. Event Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)*

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11B. Event Marketing

(Implemented during Academic Year 2020-21)

(wef 2018-19)

Module at a Glance

Sr. No	Module	No. Of Lectures
1	Introduction to Events	15
2	Segmentation , Targeting, and Positioning of Events and Concept of Product in Event	15
3	Concept of Pricing and Promotion in Events	15
4	Trends and Challenges in Event Marketing	15
Total		60

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 Outcome:

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)

Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Introduction to Events <ul style="list-style-type: none">• 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 (Skill Development); reach; interaction- interaction points, direct interaction, indirect interaction, interaction catalysts or enablers.• Importance of events as a marketing communication tool; events as a marketing tool: the varied marketing needs addressed by events: brand building, focus on target market, implementation of marketing plan, marketing research, relationship building, creating	15



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	<p>opportunities for better deals with different media, events and their economic implications.</p> <p>Concept of event creativity (Skill Development)</p> <ul style="list-style-type: none"> • , key elements of events: event infrastructure; customer groups; clients; event organizers; venue; media. 	
2	Segmenting, Targeting and Positioning of Events and Concept of Product in Events	15
	<ul style="list-style-type: none"> • Concept of market in events; segmentation and targeting of the market for events; positioning of events-event property. • 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. • Event Variations- Time frame based, concept based, artist based, client industry based. 	
3	Concept of Pricing and Promotion in Events	15
	<ul style="list-style-type: none"> • 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. • Networking components: print media, radio, television, internet, outdoor media, direct marketing, sales promotion, public relations, merchandising, and in-venue publicity. • 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. 	
4	Trends and Challenges in Event Marketing	15
	<ul style="list-style-type: none"> • E-event marketing, virtual events, societal event marketing, green event, cause-related event marketing, sports event marketing. • Safety and security of event. • Event crisis management. • Growth of event industry in India. <p>Career in event marketing. (Employability)</p>	

Reference Books



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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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

8A. Financial Institutions & Markets

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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NAGINDAS KHANDWALA COLLEGE OF COMMERCE
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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)*

8A. Financial Institutions & Markets

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Financial System in India	16
2	Financial Regulators & Institutions in India (detail discussion on their role and functions)	16
3	Financial Markets (In Details)	16
4	Managing Financial Systems Design	12
Total		60

Objectives:

1. The Course aims at providing the students basic knowledge about the structure, role and functioning of financial institutions and markets in the financial system in India.
2. To inculcate understanding relating to managing of financial system

Course Outcome:

CO1: Explain the financial system in India. (Level: Understand)

CO2: Analyse the role of financial regulators and institutions in India. (Level: Analyse)

CO3: Differentiate between types of financial markets in India. (Level: Analyse)

CO4: Describe the financial systems in India. (Level: Understand)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Financial System in India	16
	<ul style="list-style-type: none"> • Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development , Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) (Only an Overview) Monitoring Framework for financial Conglomerates, Structure of Indian financial system – Financial Institutions (Banking & Non-Banking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services(Fund based & Free Based) – (In details) • Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India 	
2	Financial Regulators & Institutions in India (detail discussion on their role and functions)	16
	<ul style="list-style-type: none"> • Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA. • Financial Institutions - Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC) NBFC services provided by NBFC. • Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns) 	
3	Financial Markets (In Details)	16
	<ul style="list-style-type: none"> • Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms • Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR • Introduction of Commodity and Derivative Markets Insurance and Mutual funds – An introduction (Employability) 	



4	Managing Financial Systems Design	12
	<ul style="list-style-type: none"> • Financial System Design – Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems • At global level – Financial system designs of Developed countries (Japan, Germany , UK and USA) (Brief Summary) • Case studies relating to disinvestments polices of PSU in India, Global crises and failures in market systems around world 	

Reference Books:

1. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers
4. Gordon and Natarajan, Financial Services, Himalaya Publishers
5. Meir Khan, Financial Institutions and Markets, Oxford Press
6. Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.
7. The Indian Financial System-Dr. Bharti Pathak, Pearson.
8. Indian Financial System-M.Y.Khan, Mc.Graw Hill
9. Machiraju, H.R., Indian Financial System, Vikas Publications



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

5. Information Technology in Business Management-II

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

5. Information Technology in Business Management-II

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

Sr. No	Module	No. Of Lectures
1	Management Information system	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to databases and data warehouse	15
4	Outsourcing	15
Total		60

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 Outcome:

- 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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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Management Information System	15
	<ul style="list-style-type: none"> • Management Information System - definition, characteristics. • Subsystems of MIS (activity and functional subsystems). • Structure of MIS. • Reasons for failure of MIS. • Understanding major functional systems. Marketing and sales systems, finance and accounting systems, Manufacturing and production systems, Human resource systems, Inventory systems. • Sub systems, description and organizational levels. • Decision support system - Definition ,Relationship with MIS Evolution of DSS, characteristics, classification, objectives, components, applications of DSS. 	
2	ERP/E-SCM/E-CRM	15
	<ul style="list-style-type: none"> • Concepts of ERP. • Architecture of ERP - Generic modules of ERP • Applications of ERP. (Skill Development) • ERP Implementation concepts - ERP lifecycle • Concept of XRP (extended ERP). • Features of commercial ERP software, Study of SAP, Oracle Apps, MS Dynamics NAV, and PeopleSoft. • Concept of e-CRM E-CRM solutions and its advantages, How technology helps? • CRM capabilities and customer life cycle - Privacy issues and CRM. • Data mining and CRM: CRM and workflow automation. • Concept of E-SCM - Strategic advantages, benefits, E-SCM components and chain architecture • Major Trends in e-SCM. • Case studies ERP/SCM/CRM 	



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3	Introduction to Data base and Data warehouse	15
	<ul style="list-style-type: none"> • Introduction to DBMS. Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • Data Warehousing and Data Mining - Concepts of data warehousing, Importance of data warehouse for an organization, Characteristics of data warehouse, Functions of data warehouse, Data warehouse architecture, Business use of data warehouse. Standard Reports and queries • Data Mining The scope and the techniques used. Business applications of data warehousing and data mining. 	
4	Outsourcing	15
	<ul style="list-style-type: none"> • Introduction to Outsourcing : Meaning of outsourcing, need for outsourcing, and scope of outsourcing. Outsourcing: IT and Business Processes. • Business Process Outsourcing (BPO) Introduction • BPO Vendors How does BPO Work? BPO service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services BPO Business Model (Employability) Strategy for Business Process Outsourcing Process of BPO ITO Vs. BPO • BPO to KPO Meaning of KPO KPO vs. BPO KPO : opportunity and scope (Skill Development) KPO challenges KPO Indian Scenario • Outsourcing in Cloud Environment Cloud computing offerings • Traditional Outsourcing Vs. Cloud Computing 	 PRINCIPAL NAGINDAS KHANDWALA COLLEGE OF COMMERCE ARTS & MANAGEMENT STUDIES AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE (AUTONOMOUS) MALAD (W), MUMBAI - 400 054

Reference Books

1. Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2), Information Technology for Management, 6TH ED (With CD); Wiley.

2. Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch ,Microsoft Office Professional 2013 Step by Step ;Prentice Hall India .
3. Joseph, P.T.: E-commerce An Indian Perspective (Ch-13, Ch-14); Tata McGraw Hill
4. John P. Wack, Lisa J. Carnahan Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) ; Diane Pub Co.
5. Electronic Commerce - Technologies & Applications. Bharat, Bhaskar; Tata McGraw Hill



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

10B. Integrated Marketing Communication

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

10B. Integrated Marketing Communication

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Explain the concepts of various tools of integrated marketing communication. (Level: Understand)

CO2: Inculcate the ethical and moral consciousness in marketing communications. (Level: Understand)

CO3: Demonstrate comprehensive understanding of marketing communication theories and concepts. (Level: Apply)

CO4: Prepare a marketing communication brief for creative . (Level: Apply)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	<p align="center">Introduction to Integrated Marketing Communication</p> <ul style="list-style-type: none"> • Meaning, features of IMC, evolution of IMC, reasons for growth of IMC. • Promotional tools for IMC, IMC planning process, Role of IMC in marketing. • Communication process, traditional and alternative response hierarchy. • Establishing objectives and budgeting: determining promotional objectives, sales vs. communication objectives, DAGMAR, problems in setting objectives, setting objectives for the IMC Program. 	15
2	<p align="center">Elements of IMC – I</p> <ul style="list-style-type: none"> • Advertising – Features, role of advertising in IMC, advantages and disadvantages, types of advertising, types of media used for advertising. • Sales promotion – Scope, role of sales promotion as IMC tool, reasons for the growth, advantages and disadvantages. <p>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. (Skill Development)</p>	15
3	<p align="center">Elements of IMC – II</p> <ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, objectives of direct marketing, components for direct marketing, tools of direct marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of financial system designs of Developed countries effectiveness of direct marketing. <p>Public Relations and Publicity (Skill Development)</p> <ul style="list-style-type: none"> • – Introduction, role of PR in IMC, advantages and disadvantages, types of PR, tools of PR , managing PR – planning, implementation, evaluation and research, 	15



	<p>publicity, sponsorship – definition, essentials of good sponsorship, event sponsorship, cause sponsorship.</p> <ul style="list-style-type: none"> • Personal Selling – Features, role of personal selling in IMC, advantages and disadvantages of personal selling, selling process, importance of personal selling. 	
4	Evaluation and Ethics in Marketing Communication	15
	<ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – message evaluations, advertising tracking research – copy testing – emotional reaction test, cognitive neuro science – online evaluation, behavioural evaluation – sales and response rate, POPAI, toll free numbers, QR codes and Facebook likes, response cards, internet responses, redemption rate. Test Markets – competitive responses, scanner data, purchase simulation tests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet and IMC, advertising on internet, PR through Internet banner, sales promotion on Internet, direct marketing on internet.. 	

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", ICAI University Press, 200



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

4. Production and Total Quality Management

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

4. Production and Total Quality Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Production Management	15
2	Materials Management	15
3	Basics Of Productivity and TQM	15
4	Quality Improvement Strategies and Certifications	15
Total		60

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 Outcome:

- 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)

Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Production Management	15
	Production Management Objectives, components – Manufacturing systems: intermittent and continuous production systems. Product development, classification and product design. Plant Location and Plant Layout (Skill Development) objectives, principles of good product layout, and types of layout.	


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	Importance of purchase management.	
2	Materials Management	15
	<p>Materials Management: Concept, objectives and importance of materials management, various types of material handling systems.</p> <p>Inventory Management (Skill Development) : Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML EOQ: Assumptions , limitations and advantages of Economic Order Quantity, simple numerical on EOQ, lead time, reorder level, safety stock.</p>	
3	Basics Of Productivity and TQM	15
	<p>Basics Of Productivity and TQM: Concepts of productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, cost of quality, philosophies and approaches to quality: Edward Deming, J. Juran, Kaizen, P. Crosby's philosophy.</p> <p>Product and Service Quality Dimensions, SERVQUAL Characteristics of quality, quality assurance, quality circle: objectives of Quality Circles, Ishikawa Fish Bone - applications in organizations. Simple numerical on productivity.</p>	
4	Quality Improvement Strategies and Certifications	15
	<p>Quality Improvement Strategies and Certifications: Lean Thinking, Kepner Tregor methodology of problem solving, Sigma features, enablers, goals, DMAIC/DMADV. Taguchi's quality engineering, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming's Application Prize.</p>	



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Reference Books:-

1. R. Paneerselvam, Production and Operations Management; PHI Learning Private Limited.
2. L.C. Jhamb, Production (Operations) Management; Everest Publishing House.
3. K. Ashwathappa and K .Shridhar Bhatt; Production and Operations management; Himalaya Publishing House.
4. Sawhney S.C , Productivity Management: Concepts and Techniques ; 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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

12B Rural Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

12B Rural Marketing

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- 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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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	Introduction	15
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Problems of rural market. • Constraints in Rural Marketing and Strategies to overcome constraints 	
2	Rural Market	15
	<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. Characteristics of Rural Consumers. • Rural Market Environment: <ul style="list-style-type: none"> a) Demographics– Population, Occupation Pattern, Literacy Level; b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c) Rural Infrastructure -Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality. 	
3	Rural Marketing Mix	15
	<ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, 	

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	<ul style="list-style-type: none"> • Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies (Skill Development) • . Segmentation, Targeting & Positioning for rural market. 	
4	Rural Marketing Strategies	15
	<ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based) • Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media. 	

Reference Books

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopaldaswamy, T.P. : Rural Marketing

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Syllabus and Question Paper Pattern

OF

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

6A. Strategic Cost Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

6A. Strategic Cost Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Strategic Cost Management(Only theory)	15
2	Activity Based Costing	15
3	Strategic Cost Management performance assessment (Only theory)	15
4	Variance Analysis & Responsibility Accounting (Practical Problems)	15
Total		60

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 Outcome:

- 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)



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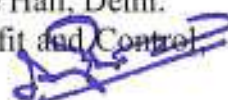
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Detailed Syllabus:

Sr. No.	Modules / Units	No of lectures
1	Introduction to Strategic Cost Management(Only Theory)	15
	Strategic Cost Management (SCM): Concept and philosophy-objectives of SCM-environmental influences on cost management practices, key elements in SCM-different aspects of Strategic Cost Management: Value Analysis and Value Engineering, wastage control, disposal management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, control of total distribution cost and supply cost, cost reduction and product life cycle costing	
2	Activity Based Costing	15
	<ul style="list-style-type: none"> • Activity Based Management and Activity Based Budgeting: concept, rationale, issues, limitations. • Design and implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle costing, Kaizen costing, 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). 	
3	Strategic Cost Management performance assessment (Only theory)	15
	Cost audit & management audit under Companies Act with reference to strategic assessment of cost & managerial performance - Strategic Cost-Benefit Analysis of different business restructuring propositions - Entrepreneurial approach to Cost Management (Entrepreneurship Development) <ul style="list-style-type: none"> • , with reference to core competencies, strategic advantages & long-term perspective of Cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation. 	
4	Variance Analysis and Responsibility Accounting (Practical Problems)	15
	<ul style="list-style-type: none"> • Standard Costing (Material, labour, overhead, sales and profit). • Responsibility Accounting – introduction, types and evaluation of profit centre and investment centre. 	

Reference Books

1. Dr. Girish Jakhotiya, Strategic Financial Management; Vikas Publishing House Pvt limited
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, Delhi



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4. John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage; Free Press



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Second Year

Semester IV

13B. Tourism Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2020-21)**

13B. Tourism Marketing

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No	Module	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
Total		60

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 Outcome:

CO1: Discuss the concepts of tourism marketing . (Level: Understand)

CO2: Conceptualize tourism within border cultural environmental, political and economic dimensions. (Level: Apply)

CO3: Apply the marketing mix to tourism management . (Level: Apply)

CO4: Analyse the different strategies used in tourism marketing. (Level: Analyse)



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Detailed Syllabus:

Sr. No.	Modules / Units	No of Lectures
1	<p align="center">Introduction to Tourism Marketing</p> <ul style="list-style-type: none"> • Meaning of Tourism & 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. • Tourism Marketing Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing. • Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach. • Tourism Planning (Employability Development) • : 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. 	15
2	<p align="center">Tourism Market Segmentation & Product Mix of Tourism Marketing</p> <ul style="list-style-type: none"> • Tourism Market Segmentation: 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 • 4 'A's of Tourism 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 & Waterways, Airways Amenities: Meaning, Amenities & Facilities at the 	15

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	<p>destination.</p> <ul style="list-style-type: none"> • Marketing Strategy: Hard v/s Soft Tourism Strategy. <p>Product Mix of Tourism Marketing: 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 (Skill Development)</p> <ul style="list-style-type: none"> • , Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure 	
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing	15
	<ul style="list-style-type: none"> • Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies • Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide. • Promotion: 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 • People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process. • Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting • Physical Evidence for Tourism 	
4	Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry	15
	<ul style="list-style-type: none"> • Global Tourism Market: Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries. • Status of tourism in developing countries. • India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign • Challenges for Indian Tourism Industry • Tourism Organizations: 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. 	

Reference Books

1. S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011



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 NAGINDAS KHANDWALA COLLEGE OF COMMERCE
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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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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

2. Analytical Skills for Managers

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

2. Analytical Skills for Managers

*(Implemented during Academic Year 2020-21)
(wef 2019-20) (New Course)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Quantitative Skills –I	15
2	Quantitative Skills – II	15
3	Logical Reasoning & Data Interpretation	15
4	Verbal Skills	15
Total		60

Objectives:

1. The course is designed to inculcate analytical skills in students.
2. The course intends to give a hands on experience to the learners and equipped them with the knowledge required for appearing for competitive exams.

Course Outcome:

- CO1:** Solve mathematical problems. (Level: Apply)
CO2: Analyse data and interpret it. (Level: Analyse)
CO3: Demonstrate understanding of grammar. (Level: Apply)
CO4: Analyse the comprehension passages and interpret it. (Level: Analyse)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Quantitative Skills – I Speed mathematics, per (Skill Development) centages, averages, mixtures & allegation, profit & loss, simple interest & compound interest + practicals.	15
2	Quantitative Skills – II Ratio & proportion, time & work, number system, simultaneous & quadratic equation, geometry and permutation & combinations + practicals.	15
3	Logical Reasoning & Data Interpretation Family relations, arrangements, matrix and groups, tables, line graphs, bar graphs, pie charts, caselets, venn diagrams + practicals.	15
4	Verbal Skills English usage, parajumbles and summary, vocabulary & para completion, reading comprehension, critical reasoning (Skill Development), logical set theory + practicals.	15

Reference Books

1. A Modern approach to Verbal & Non-Verbal Reasoning – R.S. Aggarwal, S Chand.
2. Quantitative Aptitude for Competitive Examinations - R.S. Aggarwal, S Chand.
3. A Modern Approach to Logical Reasoning - R.S. Aggarwal, S Chand.
4. Data Interpretation & Data Sufficiency – Ananta Ashisha, Arihant.

Examination Pattern

I. Continuous Internal Evaluation (CIE)

Four tests, one from each unit will be conducted.

II. Semester End Exam (SEE)

An online exam of 2 ½ hours with 100 multi-choice questions will be conducted.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

6A. Commodity and Derivatives Market

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

6A. Commodity and Derivatives Market

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Describe the concepts of commodities and derivatives market. (Level: Understand)

CO2: Examine futures and hedging. (Level: Analyse)

CO3: Apply option pricing models. (Level: Apply)

CO4: Describe the derivatives market. (Level: Understand)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Introduction to Commodities Market and Derivatives Market</p> <p>a) Introduction to Commodities Market :</p> <ul style="list-style-type: none"> • Meaning, history & origin, types of commodities traded, structure of commodities market in India, participants in commodities market, trading in commodities in India(cash & derivative segment), commodity exchanges in India & abroad, reasons for investing in commodities. <p>b) Introduction to Derivatives Market:</p> <ul style="list-style-type: none"> • Meaning, history & origin, elements of a derivative contract, factors driving growth of derivatives market, types of derivatives, types of underlying assets, participants in derivatives market, advantages & disadvantages of trading in derivatives market, current volumes of derivative trade in India, difference between forwards & futures. 	15
2	<p>Futures and Hedging</p> <p>a) Futures: (Employability)</p> <ul style="list-style-type: none"> • Futures contract specification, terminologies, concept of convergence, relationship between futures price & expected spot price, basis & basis risk, pricing of futures contract, cost of carry model. <p>b) Hedging: (Employability)</p> <ul style="list-style-type: none"> • Speculation & arbitrage using futures, long hedge – short hedge, cash & carry arbitrage, reverse cash & carry arbitrage, payoff charts & diagrams for futures contract, perfect & imperfect hedge. 	15
3	<p>Options and Option Pricing Models</p> <p>a) Options: (Employability)</p> <ul style="list-style-type: none"> • Options contract specifications, terminologies, call option, put option, difference between futures & options, trading of options, valuation of options contract, factors affecting option premium, payoff charts & diagrams for options contract, basic understanding of option strategies. <p>b) Options Pricing Models:</p> <ul style="list-style-type: none"> • Binomial option pricing model, black - scholes option pricing model. 	15
4	<p>Trading, Clearing & Settlement In Derivatives Market and Types</p>	15

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	of Risk	
	<p>a) Trading, Clearing & Settlement In Derivatives Market:</p> <ul style="list-style-type: none"> • Meaning and concept, SEBI guidelines, trading mechanism – types of orders, clearing mechanism – NSCCL – its objectives & functions, settlement mechanism – types of settlement. <p>b) Types of Risk:</p> <ul style="list-style-type: none"> • Value at risk, methods of calculating VaR, risk management measures, types of margins, SPAN margin. 	

Reference Books

1. John C. Hull & Basu -Futures, options & other derivatives, Pearsons.
2. Robert McDonald, Derivatives market, Pearson education.
3. John Hull, Fundamentals of futures & options, Pearsons.
4. Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house.
5. K.Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication.
6. Niti Chatnani, Commodity markets, McGraw Hill Publication.
7. S. Kevin, Commodities & financial derivatives, PHI learning Private Limited.
8. Suni K Parmeswaran, Futures & options, McGraw Hill.



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NAGINDAS KHANDWALA COLLEGE (AUTONOMOUS)



Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

12B. Customer Relationship Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)*

12B. Customer Relationship Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

Objectives:

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

Course Outcome:


- CO1:** Explain concepts of customer relationship management. (Level: Understand)
CO2: Apply CRM marketing initiatives. (Level: Apply)
CO3: Compare different CRM strategies. (Level: Evaluate)
CO4: Demonstrate new trends in CRM. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to Customer Relationship Management	15
	<ul style="list-style-type: none"> • Concept, evolution of customer relationships: Customers as strangers, acquaintances, friends and partners. • Objectives, benefits of CRM to customers and organisations, customer profitability segments, components of CRM: Information, process, technology and people, barriers to CRM. • Relationship marketing and CRM: (Skill Development) • Relationship development strategies- Organizational pervasive approach, managing customer emotions, brand building through relationship marketing, service level agreements, relationship challenges. • Acquisition tactical management (actman) model. • CRM-based segmentation. • The CRM approach to segmentation <ul style="list-style-type: none"> a. Behavioural segmentation. b. Value segmentation. c. Demographic segmentation or life cycle segmentation. d. Need segmentation. e. Attitudinal segmentation. 	
2	CRM Marketing Initiatives, Customer Service and Data Management	15
	<ul style="list-style-type: none"> • CRM marketing initiatives (Skill Development) • : Cross-selling and up-selling, customer retention, behaviour prediction, customer profitability and value modeling, channel optimization, personalization and event-based marketing. • CRM and customer service (Employability) : Call center and customer care: call routing, contact center sales-support, web based self service, customer satisfaction measurement, call-scripting, cyber agents and workforce management. • CRM and data management: Types of data- reference data, transactional data, warehouse data and business view data, identifying data quality issues, planning and getting information quality, using tools to manage data, types of data analysis: Online analytical processing (OLAP), clickstream analysis, personalisation and collaborative filtering, data reporting. 	
3	CRM Strategy, Planning, Implementation and Evaluation	15
	<ul style="list-style-type: none"> • Understanding customers: Customer Value, customer care, company profit chain: Satisfaction, loyalty, retention and profits. • Objectives of CRM strategy, The CRM strategy cycle: Acquisition, retention and win back, complexities of CRM strategy. • Planning and implementation of CRM: Business to business CRM, sales and CRM, sales force automation, sales process/ activity management, sales territory management, contact management, lead management, configuration support, 	

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	<p>knowledge management.</p> <ul style="list-style-type: none"> • CRM Implementation: Steps- business planning, architecture and design, technology selection, development, delivery and measurement. • CRM Evaluation: Basic measures-Service quality, customer satisfaction and loyalty, company 3E measures: Efficiency, effectiveness and employee change. 	
4	CRM New Horizons	15
	<ul style="list-style-type: none"> • E-CRM: Concept, different levels of e- crm, privacy in e-crm • Software app for customer service (Employability) • Activity management, agent management, case assignment, contract management, customer self service, e-mail response management, escalation, inbound communication management, invoicing, outbound communication management, queuing and routing, scheduling. • Social networking and CRM. • Mobile-CRM. • CRM trends, challenges and opportunities. • Ethical issues in CRM. 	

Reference Books

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



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

5A. Direct Taxes

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

5A. Direct Taxes

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

1. To understand the provisions of determining residential status of individual.
2. To study various heads of income.
3. To study deductions from total income.
4. To compute taxable income of Individuals.

Course Outcome:

- CO1:** Explain the concepts of Direct Taxes. (Level: Understand)
CO2: Assess the taxable income of individuals. (Level: Evaluate)
CO3: Compute the items in the heads of income. (Level: Apply)
CO4: Apply the deductions under Chapter VI A. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Definitions and Residential Status	15
	Basic Terms (S. 2,3,4). Assessee, assessment, assessment year, annual value, business, capital assets, income, previous year, person, transfer. Determination of residential status of individual, scope of total income (S.5).	
2	Heads of Income – I	15
	Salary (S.15-17). Income from House Property (S. 22-27). Profit & Gain from Business and Profession (S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B).	
3	Heads of Income – II and Deductions under Chapter VI A	15
	Capital Gain (S. 45, 48, 49, 50 and 54). Income from other sources (S.56- 59). Exclusions from total income (S.10). (Exclusions related to specified heads to be covered with relevant heads of income). Deductions from total income - S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA.	
4	Computation of Taxable Income of Individuals.	15
	Computation of total income and taxable income of individuals. (Skill Development)	

Reference Books

1. *Income Tax Act- Bare act,*
2. *Dr V K Singhania-Direct Tax Law & Practice, Taxman's*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

10B. E-Commerce and Digital Marketing

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

10B. E-Commerce and Digital Marketing

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Explain concepts of e-commerce and digital marketing. (Level: Understand)
CO2: Demonstrate e-business and its applications. (Level: Apply)
CO3: Compare online payment methods and security issues. (Level: Evaluate)
CO4: Demonstrate the strategies for digital marketing. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to E-commerce	15
	<ul style="list-style-type: none">• E-commerce- meaning, features of e-commerce, categories of e-commerce, advantages & limitations of e-commerce, traditional commerce & e-commerce.E-commerce environmental factors<ul style="list-style-type: none">• : economic, technological, legal, cultural & social.• Factors responsible for growth of e-commerce, issues in implementing e-commerce, myths of e-commerce.• Impact of e-commerce on business, e-commerce in India.• Trends in e-commerce in various sectors: retail, banking, tourism, government, education.• Meaning of m-commerce, benefits of m-commerce, trends in m-commerce.	
2	E-Business & Applications	15
	<ul style="list-style-type: none">• E-Business: meaning, launching an e-business, different phases of launching an e-business.• Important concepts in e-business: data warehouse, customer relationship management , supply chain management, enterprise resource planning.• Bricks and Clicks business models in e-business: Brick and Mortar, Pure online, Bricks and Clicks, advantages of bricks & clicks business model, superiority of bricks and clicks e-business applications: e-procurement, e-communication, e-delivery, e-auction, e-trading.• Electronic Data Interchange (EDI) in e-business: Meaning of EDI, benefits of EDI, drawbacks of EDI, applications of EDI.	



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	Website : Design and development of website (Skill Development) , advantages of website, principles of web design, life cycle approach for building a website, different ways of building a website.	
3	Payment, Security, Privacy & Legal Issues in E-Commerce	15
	Issues relating to privacy and security in e-business. <ul style="list-style-type: none"> • Electronic payment systems: Features, different payment systems: Debit card, credit card ,smart card, e-cash, e-cheque, e-wallet, electronic fund transfer. • Payment gateway: Introduction, payment gateway process, payment gateway types, advantages and disadvantages of payment gateway. • Types of Transaction security. • E-commerce laws: Need for e-commerce laws, e-commerce laws in India, Legal Issues in e-commerce in India, IT Act 2000. 	
4	Digital Marketing	15
	<ul style="list-style-type: none"> • Introduction to Digital Marketing, advantages and limitations of digital marketing. Various activities of digital marketing (Employability) <ul style="list-style-type: none"> • : Search engine optimization, search engine marketing, content marketing & content influencer marketing, campaign marketing, e-mail marketing, display advertising, blog marketing, viral marketing, podcasts & vodcasts. • Digital marketing on various social media platforms. Online advertisement, online marketing research, online PR (Employability) <ul style="list-style-type: none"> • Web Analytics. • Promoting web traffic. • Latest developments and strategies in digital marketing. 	

Reference Books

1. D Nidhi, E-Commerce Concepts and Applications, , International Book house Private limited, 2011.
2. Bajaj Kamlesh K, E-Commerce- The cutting edge of Business, Tata McGraw Hill, 1999
3. Whiteley David, E-Commerce Technologies and Applications, Tata McGraw Hill 2000.
4. E-Business & E-Commerce Management 3rd Ed, Pearson Education.
5. Kalokota & Robinson, E-Business 2.0 Road map for Success, Pearson Education.
6. Elias M. Awad, Electronic Commerce, 3rd Edition, Pearson Education.
7. Erfan Turban , Electronic Commerce - A Managerial Perspective, Pearson Education.
8. R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education.
9. Tripathi , E-Commerce, Jaico Publishing House, Mumbai, 2010.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

7A. Financial Accounting

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
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at Semester V
(Implemented during Academic Year 2020-21)**

7A. Financial Accounting

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Preparation of Final Accounts of Companies	15
2	Underwriting of Shares & Debentures	12
3	Accounting of Transactions of Foreign Currency	15
4	Investment Accounting (w.r.t. Accounting Standard- 13)	10
5	Ethical Behaviour and Implications for Accountants	8
Total		60

Objectives:

1. To acquaint the learners in preparation of final accounts of companies
2. To study provisions relating to underwriting of shares and debentures
3. To study accounting of foreign currency and investment
4. To understand the need of ethical behaviour in accountancy

Course Outcome:

- CO1:** Prepare final accounts of companies. (Level: Create)
CO2: Describe concepts of financial accounting. (Level: Understand)
CO3: Employ accounting of transactions of foreign currency. (Level: Apply)
CO4: Apply investment accounting. (Level: Apply)
CO5: Demonstrate ethical behaviour for accountants. (Level: Apply)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Preparation of Final Accounts of Companies	15
	Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) Preparation of financial statements (Skill Development) as per Companies Act (excluding cash flow statement) AS 1 in relation to final accounts of companies (disclosure of accounting policies)	
2	Underwriting of Shares & Debentures	12
	Introduction, Underwriting, Underwriting Commission Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues Types of underwriting, Abatement Clause Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems	
3	Accounting of Transactions of Foreign Currency	15
	In relation to purchase and sale of goods, services, assets, loan and credit transactions. Computation and treatment of exchange rate differences.	
4	Investment Accounting (w.r.t. Accounting Standard- 13)	10
	For shares (variable income bearing securities) For Debentures/Preference shares (fixed income bearing securities) Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). Columnar format for investment account.	
5	Ethical Behaviour and Implications for Accountants	08
	Introduction, Meaning of ethical behavior Financial Reports – link between law, corporate governance, corporate social responsibility and ethics. Need of ethical behavior in accounting profession . Implications of ethical values for the principles versus rule based approaches to accounting standards The principal based approach and ethics	



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The accounting standard setting process and ethics The IFAC Code of Ethics for Professional Accountants Contents of Research Report in Ethical Practices Implications of unethical behavior for financial reports Company Codes of Ethics The increasing role of Whistle – Blowing	
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Reference Books

1. *Ashish K. Bhattacharyya – "Financial Accounting for Business Managers", Prentice Hall of India Pvt.Ltd.*
2. *Shashi K. Gupta – "Contemporary Issues in Accounting", Kalyani Publishers.*
3. *R. Narayanaswamy – "Financial Accounting", Prentice Hall of India, New Delhi*
4. *Ashok Sehgal – "Fundamentals of Financial Accounting", Taxmann's Publishers*
5. *Financial Accounting Reporting – Barry Elliot and Jamie Elliot – Prentice Hall (14th Edition)*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

13B. Industrial Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)*

13B. Industrial Marketing

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	15
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	15
3	Industrial Marketing Mix	15
4	Emerging Trends in Industrial Marketing	15
Total		60

Objectives:

1. To understand basics of industrial marketing, Marketing Environment, Segmenting Targeting Positioning, channel strategy, marketing communication and pricing
2. To provide knowledge of industrial market structure and how they function
3. To provide understanding of the various attributes and models applicable in Industrial Marketing

Course Outcome:

- CO1:** Explain concepts of industrial marketing. (Level: Understand)
CO2: Apply industrial marketing. (Level: Apply)
CO3: Analyse the industrial marketing mix. (Level: Analyse)
CO4: Demonstrate new trends in industrial marketing. (Level: Apply)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour</p> <p>Introduction to Industrial Marketing: Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services</p> <p>Industrial Marketing Environment: Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control</p> <p>Industrial Buying and Buying Behaviour: Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vender Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour</p>	15
2	<p>Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market</p> <p>Industrial Marketing Research: Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System.</p> <p>Segmentation, Targeting and Positioning in Industrial Market: Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation, Target Market: Concept, Approaches to Target Market, Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning (Skill Development); positioning process.</p>	15
3	<p>Industrial Marketing Mix</p> <p>Industrial Products and New Product Development: Introduction to Industrial Products; Product Policy; Product Classification;</p> <p>Introduction to new product development; New industrial products; stages in New product development.</p> <p>Industrial Pricing: Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation</p>	15


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	<p>Industrial Marketing Communication: Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing.</p> <p>Marketing Channels and Physical Distribution of Industrial Products: Industrial marketing channels; Indirect and direct marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel</p>	
4	Emerging Trends in Industrial Marketing	15
	<p>Business Networks : Business Networks in Industrial marketing, Relationship in Business networks , Technology and Business networks</p> <p>□ E-Procurement in Industrial Market: Meaning , Importance of E-procurement , Implementation of E-procurement</p> <p>E-Commerce: Definition of E-Commerce, Advantages and disadvantages of B2B E-Commerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security</p>	

Reference Books

1. Industrial Marketing: A practices in India by S.L. Gupta, Sanjeev Bahadur, and Hitesh Gupta: Excel Books (First Edition)
2. Industrial Marketing by Hory, Sankar and Mukerjee by Excel Books (First Edition)
3. Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu , Lalitha R, Publisher: Jaico Book House
4. Industrial Marketing by Ghosh, Publisher: Oxford University Press
5. Industrial Marketing by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited
6. Industrial Marketing Management by Govindarajan, Publisher: Vikas Publishing House Pvt. Ltd.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

3A. Investment Analysis and Portfolio Management

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

3A. Investment Analysis and Portfolio Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Describe the investment environment. (Level: Understand)

CO2: Compute standard deviation. (Level: Apply)

CO3: Analyze different portfolios. (Level: Analyse)

CO4: Demonstrate an understanding of security analysis. (Level: Apply).



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction to Investment Environment	15
	<p>a) Introduction to Investment Environment Introduction, investment process, criteria for investment, types of investors, investment vs. speculation vs. gambling, investment avenues, factors influencing selection of investment alternatives. (Skill Development)</p> <p>b) Capital Market in India Introduction, concepts of investment banks its role and functions, stock market index, The NASDAQ, SDL, NSDL, benefits of depository settlement, online share trading (Employability) and its advantages, concepts of small cap, large cap, midcap and penny stocks.</p>	
2	Risk - Return Relationship	15
	Meaning, types of risk- systematic and unsystematic risk, measurement of beta, standard deviation, variance, reduction of risk through diversification. Practical problems on calculation of standard deviation, variance and beta.	
3	Portfolio Management and Security Analysis	15
	<p>a) Portfolio Management: (Skill Development)</p> <ul style="list-style-type: none"> • Meaning and concept, portfolio management process, objectives, basic principles, factors affecting investment decisions in portfolio management, portfolio strategy mix. <p>b) Security Analysis: Fundamental analysis, economic analysis, industry analysis, company analysis, technical analysis (Employability) - basic principles of technical analysis, uses of charts: Line chart, bar chart, candlestick chart, mathematical indicators: Moving averages, oscillators.</p>	
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	15
	<p>a) Theories:</p> <ul style="list-style-type: none"> • Dow Jones theory, Elloit Wave theory, efficient market theory. <p>b) Capital Asset Pricing Model:</p> <ul style="list-style-type: none"> • Assumptions of CAPM, CAPM equation, capital market line, security market line. <p>c) Portfolio Performance Measurement:</p> <ul style="list-style-type: none"> • Meaning of portfolio evaluation, Sharpe's ratio (basic problems), Treynor's ratio (basic problems), Jensen's differential returns (basic problems). 	

Reference Books

1. Kevin. S, Security Analysis and Portfolio Management- PHI Learning Private Limited.
2. Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management, Prentice Hall, 1991.
3. Prasanna Chandra, Security Analysis & Portfolio Management, *Mc Graw-Hill*
4. Sudhindhra Bhatt, Security Analysis and Portfolio Management, Excel books India, 2009.

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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

1. Logistics and Supply Chain Management

2. Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

1. Logistics and Supply Chain Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Explain the concepts of logistics and logistics chain management. (Level: Understand)

CO2: Apply the elements of logistics mix to business. (Level: Apply)

CO3: Formulate logistics operations for optimum utilization of resources. (Level: Apply)

CO4: Analyse and apply global trends in logistics and supply chain management. (Level: Analyse)

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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	<p>Overview of Logistics and Supply Chain Management</p> <p>a) Introduction to Logistics Management</p> <ul style="list-style-type: none"> • Meaning, basic concepts of logistics- Logistical performance cycle, inbound logistics, outbound logistics, logistical competency, integrated logistics , reverse logistics and green logistics. • Objectives of logistics, importance of logistics, scope of logistical functions/logistic mix, changing logistics environment. <p>b) Introduction to Supply Chain Management Meaning, objectives, functions, participants of supply chain, role of logistics in supply chain, comparison between logistics and supply chain management, channel management and channel integration. (Skill Development)</p> <p>c) Customer Service: Key Element of Logistics</p> <ul style="list-style-type: none"> • Meaning of customer service, objectives, elements, levels of customer service, rights of customers. <p>d) Demand Forecasting</p> <ul style="list-style-type: none"> • Meaning, objectives, approaches to forecasting, forecasting methods, forecasting techniques, (numerical on simple moving average, weighted moving average). 	15
2	<p>Elements of Logistics Mix</p> <p>a) Transportation</p> <ul style="list-style-type: none"> • Introduction, principles and participants in transportation, transport functionality, factors influencing transportation decisions, modes of transportation- railways, roadways, airways, waterways, ropeways, pipeline, transportation infrastructure, intermodal transportation. <p>b) Warehousing</p> <ul style="list-style-type: none"> • Introduction, warehouse functionality, benefits of warehousing, warehouse operating principles, types of warehouses, warehousing strategies, factors affecting warehousing. <p>c) Materials Handling</p> <ul style="list-style-type: none"> • Meaning, objectives, principles of materials handling, systems of materials handling, equipments used for materials handling, factors affecting materials handling equipments. <p>d) Packaging</p> <ul style="list-style-type: none"> • Introduction, objectives of packaging, functions/benefits of packaging, design considerations in packaging, types of packaging material, packaging costs. 	15
3	<p>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</p>	15



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	<p>a) Inventory Management</p> <ul style="list-style-type: none"> • Meaning, objectives, functions, importance, techniques of inventory management (numericals - EOQ and reorder levels). <p>b) Logistics Costing</p> <ul style="list-style-type: none"> • Meaning, total cost approach, activity based costing, mission based costing. <p>c) Performance Measurement in Supply Chain</p> <ul style="list-style-type: none"> • Meaning, objectives of performance measurement, types of performance measurement, dimensions of performance measurement, characteristics of ideal measurement system. <p>d) Logistical Network Analysis</p> <ul style="list-style-type: none"> • Meaning, objectives, importance, scope, RORO/LASH. 	
4	Recent Trends in Logistics and Supply Chain Management	15
	<p>a) Information Technology in Logistics</p> <ul style="list-style-type: none"> • Introduction, objectives, role of information technology in logistics and supply chain management, logistical information system, principles of logistical information system, types of logistical information system, logistical information functionality, information technology infrastructure. <p>b) Modern Logistics Infrastructure</p> <ul style="list-style-type: none"> • Golden quadrilateral, logistics parks, deep water ports, dedicated freight corridor, inland container depots/container freight stations, maritime logistics, double stack containers/unit trains. <p>c) Logistics Outsourcing</p> <ul style="list-style-type: none"> • Meaning, objectives, benefits/advantages of outsourcing, third party logistics provider, fourth party logistics provider, drawbacks of outsourcing, selection of logistics service provider, outsourcing-value proposition. <p>d) Logistics in the Global Environment</p> <ul style="list-style-type: none"> • Managing the global supply chain, impact of globalization on logistics and supply chain management, global logistics trends, global issues and challenges in logistics and supply chain management. 	 PRINCIPAL <small>NAGINDAS KHANDWALA COLLEGE OF COMMERCE ARTS & MANAGEMENT STUDIES AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE (AUTONOMOUS) MALAD (W), MUMBAI - 400 064</small>

Reference Books

1. David Simchi Levi, Philip Kaminshy, Edith Simchi Levi Designing & Managing the Supply Chain: Concepts, Strategies and Case Studies Logistic- Tata Mc Graw- Hill Publishing Company Limited.
2. Donald Waters -Logistics: An Introduction to Supply Chain-Palgrave Macmillan.
3. Martin Christopher -Strategies for Reducing Cost & Improving Service- Logistics & Supply Chain Management, Pitman Publishing.
4. Vinod Sople -The Supply Chain Imperative-Logistic Management-Pearson.
5. Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process- Mc Graw- Hill
6. Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain- Kogan Page Publishers.

7. Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education.
8. Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management-Pearson.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

8A. Risk Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

8A. Risk Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction, Risk Measurement and Control	15
2	Risk Avoidance and ERM	15
3	Risk Governance and Assurance	15
4	Risk Management in Insurance	15
Total		60

Objectives:

1. To familiarize the student with the fundamental aspects of risk management and control.
2. To give a comprehensive overview of risk governance and assurance with special reference to insurance sector
3. To introduce the basic concepts, functions, process, techniques of risk management.

Course Outcome:

CO1: Explain concepts of risk management. (Level: Understand)

CO2: Demonstrate risk avoidance and ERM. (Level: Apply)

CO3: Analyze the need for risk governance and assurance. (Level: Analyse)

CO4: Demonstrate the application of risk management in insurance. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction, Risk Measurement and Control	15
	a) Introduction, Risk Measurement and Control <ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks – Interest, Market, Credit, • Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, • Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures (Skill Development) <ul style="list-style-type: none"> • –Simulation Method, • Duration Analysis, Linear and other Statistical Techniques for Internal Control 	
2	Risk Avoidance and ERM	15
	a) Risk Hedging Instruments and Mechanism: Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation b) Enterprise Risk Management (Skill Development) : Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register.	
3	Risk Governance and Assurance	15
	a) Risk Governance:	

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	<p>Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance</p> <p>b) Risk Assurance: Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk</p> <p>c) Risk and Stakeholders Expectations: Identifying the Range of Stakeholders and Responding to Stakeholders Expectations</p>	
4	Risk Management in Insurance	15
	<p>a) Insurance Industry: Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary</p> <p>b) Players of Insurance Business: Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Tranche, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification</p> <p>c) Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor</p> <p>Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium (Skill Development)</p>	

Reference Books

1. Thomas S. Coleman, *Quantitative Risk Management : A Practical Guide to Financial Risk*
 2. Steve Peterson, *Investment Theory and Risk Management*
 3. *Risk Management*, M/s Macmillan India Limited
 4. *Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.*
 5. Sim Segal, *Corporate Value of ERM*
- Dr. G Kotreshwar, *Risk Management : Insurance and Derivatives, Himalaya*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

11B. Sales and Distribution Management

Under Academic Autonomy and Credit, Grading and Semester System
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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

11B. Sales and Distribution Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Explain concepts of sales and distribution management. (Level: Understand)
CO2: Apply market analysis and selling skills. (Level: Apply)
CO3: Compare different distribution channels. (Level: Evaluate)
CO4: Demonstrate methods of evaluation for sales and channel performance. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	<p>Introduction</p> <p>a) Sales Management:</p> <ul style="list-style-type: none"> • Meaning, role of sales department, evolution of sales management. • Interface of sales with other management functions. • Qualities of a sales manager. • Sales Management: Meaning, developments in sales management-effectiveness to efficiency, multidisciplinary approach, internal marketing, increased use of internet, CRM, professionalism in selling. • Structure of sales organization – functional, product based, market based, territory based, combination or hybrid structure. <p>b) Distribution Management:</p> <ul style="list-style-type: none"> • Meaning, importance, role of distribution, role of intermediaries, evolution of distribution channels. <p>c) Integration of Marketing, Sales and Distribution</p>	15
2	<p>Market Analysis and Selling</p> <p>a) Market Analysis:</p> <ul style="list-style-type: none"> • Market analysis and sales forecasting, methods of sales forecasting. • Types of sales quotas – value quota, volume quota, activity quota, combination quota. • Factors determining fixation of sales quota. • Assigning territories to salespeople. <p>b) Selling:</p> <ul style="list-style-type: none"> • Process of selling, methods of closing a sale, reasons for unsuccessful closing. • Theories of selling – stimulus response theory, product orientation theory, need satisfaction theory. <p>Selling skills (Skill Development)</p> <ul style="list-style-type: none"> • – communication skill, listening skill, trust building skill, negotiation skill, problem solving skill, conflict management skill. 	15



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	<ul style="list-style-type: none"> • Selling strategies – softsell vs. hardsell strategy, client centered Strategy, product-price strategy, win-win strategy, negotiation strategy. • Difference between consumer selling and organizational selling. • Difference between national selling and international selling. 	
3	Distribution Channel Management	15
	<ul style="list-style-type: none"> • Management of distribution channel – Meaning & need. • Channel partners - wholesalers, distributors and retailers & their functions in distribution channel, difference between a distributor and a wholesaler. • Choice of distribution system – Intensive, selective, exclusive. • Factors affecting distribution strategy – Locational demand, product characteristics, pricing policy, speed or efficiency, distribution cost. • Factors affecting effective management of distribution channels <ul style="list-style-type: none"> ▪ Channel design ▪ Channel policy ▪ Channel conflicts: meaning, types – vertical, horizontal, multichannel, reasons for channel conflict. ▪ Resolution of conflicts: methods – Kenneth Thomas’s five styles of conflict resolution. ▪ Motivating channel members. ▪ Selecting channel partners ▪ Evaluating channels. ▪ Channel control. 	
4	Performance Evaluation, Ethics and Trends	15
	<p>a) Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> • Sales performance – meaning. • Methods of supervision and control of sales force. • Sales performance evaluation criteria- key result areas (KRAs). • Sales performance review. • Sales management audit. <p>b) Measuring Distribution Channel Performance:</p> <ul style="list-style-type: none"> • Evaluating channels- Effectiveness, efficiency and equity. • Control of channel – Instruments of control – contract or agreement, budgets and reports, distribution audit. <p>c) Ethics in Sales Management.</p> <p>d) New Trends in Sales and Distribution Management.</p>	



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Reference Books

1. A. Nag, Sales And Distribution Management, McGraw Hill, 2013 Edition.

2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition.
3. Krishna K. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, McGraw Hill Education, 2nd Edition, 2011.
4. Dr.Matin Khan, Sales and Distribution Management, Excel Books, 1st Edition.
5. Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education, 13th.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

9B. Service Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

9B. Service Marketing

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Explain concepts of service marketing. (Level: Understand)
CO2: Apply the key elements of services marketing mix. (Level: Apply)
CO3: Compare quality aspects of different services. (Level: Evaluate)
CO4: Demonstrate the strategies for marketing of services. (Level: Apply)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction of Services Marketing	15
	<ul style="list-style-type: none"> • Services marketing concept, distinctive characteristics of services, services marketing triangle, purchase process for services, marketing challenges of services. • Role of services in modern economy, services marketing environment. • Goods v/s Services marketing, goods services continuum. Consumer behaviour, positioning a service in the market place. (Skill Development) • Variations in customer involvement, Impact of service recovery efforts on consumer loyalty. • Type of Contact: High contact services and low contact services. • Sensitivity to customers' reluctance to change. 	
2	Key Elements of Services Marketing Mix	15
	<ul style="list-style-type: none"> • The Service Product, Pricing mix, promotion & communication mix, place/distribution of service, people, physical evidence, process-service mapping-flowcharting. • Branding of services – problems and solutions. • Options for service delivery. 	
3	Managing Quality Aspects of Services Marketing	15
	<ul style="list-style-type: none"> • Improving service quality and productivity. • Service Quality – GAP model, benchmarking, measuring service quality -zone of tolerance and improving service quality. • The SERVQUAL model. • Defining Productivity – improving productivity. • Demand and capacity alignment. 	
4	Marketing of Services	15
	<p>International and global strategies in services marketing: Services in the global economy- moving from domestic to transnational marketing.</p> <ul style="list-style-type: none"> • Factors favouring transnational strategy. • Elements of transnational strategy. • Recent trends in marketing of services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry. <p>Ethics in services marketing</p> <ul style="list-style-type: none"> • : Meaning, importance, unethical practices in service sector. 	



Reference Books

1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McGrawHill, 6th Edition.
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective, Pearson Education, 7th Edition.
3. Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McGrawHill, 2011.
4. Harsh V. Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition.
5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011.
6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008.
7. Govind Apte, Services Marketing, Oxford Press, 2004.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

14B. Strategic Marketing Management

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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*Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)*

14B. Strategic Marketing Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Strategic Marketing Management	15
2	Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing	15
3	Strategic Decisions in Product, Services and Branding	15
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management	15
Total		60

Objectives:

1. To understand marketing strategies and their impact on business models
2. To learn strategic marketing tactics related to product, price, service, brand, positioning, incentives and communication for business growth.
3. To learn the various marketing strategies adopted by Companies to create a competitive advantage

Course Outcome:

- CO1:** Explain concepts of strategic marketing management. (Level: Understand)
CO2: Create customer value. (Level: Create)
CO3: Analyse strategic decisions in product, services and branding. (Level: Analyse)
CO4: Apply strategic decisions in marketing. (Level: Apply)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Introduction to Strategic Marketing Management</p> <p>Marketing: Nature of Marketing, marketing as an art, science and business discipline, marketing as a value creation process</p> <p>Strategic decisions: Nature of strategy, the marketing strategy interface, difference between marketing planning and strategic planning</p> <p>Identifying the market: The five C framework-customer, company, collaborator, competitor, context</p> <p>The 7 tactics of Marketing mix: Product, service, brand, price, incentives, communication and distribution</p> <p>Business Model and Strategic Marketing Planning: Meaning, Role of Business models in marketing management, Strategies for developing a business models: top-down business model generation, bottom up business model generation, The G-STIC frame work for marketing planning: Goal-Strategy-Tactics-Implementation-control</p>	15
2	<p>Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing:</p> <p>Segmentation: Essence of segmentation, Factors to be considered while segmenting, key segmenting principles- relevance, similarity, exclusivity</p> <p>Identifying Target Customers: Factors to be considered while targeting, targeting strategies-One for all strategy, one for each strategy, Strategic Targeting criteria: target attractiveness, target compatibility</p> <p>Essential strategic assets for target compatibility: business infrastructure, collaborator networks, human capital, intellectual property, strong brands, established customer base, synergistic offerings, access to scarce resources and capital.</p> <p>Creating Customer Value through Positioning: Role of strategic positioning, strategic positioning options: The quality option, value option, the pioneer, a narrow product focus, target segment focus; strategies for creating superior customer value.</p> <p>Creating Company Value: Understanding Company Value: Monetary, functional and psychological value; strategically managing profits--increasing sales revenue-through volume, optimizing price, lowering costs</p> <p>Creating Collaborator Value: Meaning of collaborators, collaboration as business process, advantages and drawbacks of collaboration, levels of strategic collaboration: explicit, implicit; alternatives to collaboration: horizontal and vertical integration, managing collaborator relations; gaining collaborator power: offering differentiation; collaborator size,</p>	15

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	strategic importance, switching costs	
3	<p>Strategic Decisions in Product, Services and Branding</p> <p>Managing Product and Services: factors affecting product and service decisions- performance, consistency, reliability, durability, compatibility, ease of use, technological design, degree of customization, physical aspects, style, packaging.</p> <p>Managing New Products: Forecasting new product demand using Primary Data and secondary data: offering specific forecasting, forecasting by analogy, category based forecasting.</p> <p>New product adoption: Understanding new product adoption, factors influencing diffusion of new offering, new product development process, managing risk in new products- market risk and technological risk, Moore's Model of adoption of new technologies, managing product life cycle at various stages, extending Product lifecycle.</p> <p>Managing Product Lines (Skill Development) : Managing vertical, upscale, downscale, horizontal product-Line Extensions, Managing Product Line Cannibalization, Managing Product lines to gain and defend market position-The Fighting Brand Strategy, The sandwich strategy, The Good-better-best strategy</p> <p>Brand Tactics (Skill Development) : Brand: Meaning, brand identity, brand as value creation process brand hierarchy-Individual and umbrella branding, brand extension: vertical and horizontal, brand equity and brand power, measuring brand equity-cost based approach, market based approach and financial based approach.</p>	15
4	<p>Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management</p> <p>A) Managing Price: Major approaches to strategic pricing-cost based pricing, competitive pricing, demand pricing; Price sensitivity: meaning, psychological pricing, Five psychological pricing effects: reference price effects, price quantity effects, price tier effects, price ending effects, product line effects; Understanding competitive pricing and price wars: factors affecting price wars, Approach for developing a strategic response to competitors price cut, Other pricing strategies-captive pricing, cross price elasticity, deceptive pricing, everyday low pricing, experience curve pricing, loss leader pricing, horizontal price fixing, price signalling.</p> <p>B) Managing Promotions and incentives: Promotion mix strategy, Factors affecting strategic decisions in promotion mix, Promotion expenditure strategy, Methods to determine promotion expenditure-Breakdown Method, Buildup Method, Push and Pull promotions. Managing incentives as a value creation process, Goals of using customer incentives, Monetary incentives for customers, Non monetary incentives for customers. Collaborator incentives meaning, monetary incentives-slotting allowance, stocking allowance, cooperative advertising allowance, market development allowance, display allowance, spiffs</p> <p>C) Managing distribution: Distribution as value creation process, distribution channel design process- Channel structure: Direct, indirect</p>	15



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	<p>and hybrid channel; channel coordination- common ownership, contractual relationship, implicit channel coordination; channel type, channel coverage, channel exclusivity</p> <p>D) Strategic Growth Management: Gaining market position: strategies to gain market position: steal share strategy, market growth strategy, market innovation strategy; Pioneering new markets: Meaning, Types of Pioneers: technology, product, business model, markets; benefits and drawbacks of being a Pioneer.</p> <p>Defending market position: Strategies to defend market position- ignoring competitors' action, repositioning the existing offer- repositioning to increase value for current customers, repositioning to attract new customers. (Skill Development)</p>	
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Reference Books

1. Alexander Chernav, Strategic management, Eight Edition ,June 2014,Cerebellum press
2. Richardn m.s Wilson, Collin Gilligan, Strategic marketing management,3rd edition, Elsevier
3. *Subhash .C.Jain, Marketing Strategy, India edition, cengage learning*
4. Sharan Jagpal, Marketng strategy, oxford university press
5. David A. Aker, Startegic Market Management, John Wiley & Sons, 2001
6. *Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson, 131*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester V

4A. Wealth Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2020-21)**

4A. Wealth Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:


- CO1:** Describe the concepts of wealth management. (Level: Understand)
CO2: Apply the concepts of insurance planning and investment. (Level: Apply)
CO3: Apply tax and estate planning. (Level: Apply)
CO4: Construct retirement plan. (Level: Create)



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Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction	15
	<p>a) Introduction To Wealth Management:</p> <ul style="list-style-type: none"> Meaning of WM, scope of WM, components of WM, process of WM, WM needs & expectation of clients, code of ethics for wealth manager. <p>b) Personal Financial Statement Analysis: Financial literacy (Skill Development)</p> <ul style="list-style-type: none"> , financial goals and planning, cash flow analysis, building financial plans, life cycle management. <p>c) Economic Environment Analysis:</p> <ul style="list-style-type: none"> Interest rate, yield curves, real return, key indicators-leading, lagging, concurrent. 	
2	Insurance Planning and Investment Planning	15
	<p>a) Insurance Planning:</p> <ul style="list-style-type: none"> Meaning, basic principles of insurance, functions and characteristics of insurance, rights and responsibilities of insurer and insured, types of life insurance policies, types of general insurance policies, health insurance – mediclaim – calculation of human life value - belth method/CPT. <p>b) Investment Planning:</p> <ul style="list-style-type: none"> Types of investment risk, risk profiling of investors & asset allocation (life cycle model), asset allocation strategies (strategic, tactical, life-cycle based), goal-based financial planning, active & passive investment strategies. 	
3	Financial Mathematics/ Tax and Estate Planning	15
	<p>a) Financial Mathematics:</p> <ul style="list-style-type: none"> Calculation of returns (CAGR ,post-tax returns etc.), total assets, net worth calculations, financial ratios. <p>b) Tax and Estate Planning: Tax planning concepts, assessment year, financial year, income tax slabs, TDS, ad (Skill Development)</p> <ul style="list-style-type: none"> vance tax, LTCG, STCG, carry forward & set-off, estate planning concepts –types of will – requirements of a valid will– trust – deductions – exemptions. 	
4	Retirement Planning/ Income Streams & Tax Savings Schemes	15
	<p>a) Retirement Planning: Understanding of different salary components, introduction to retirement planning, purpose & need, life cycle planning, financial objectives in retirement planning, wealth creation (factors and principles), retirement (evaluation & planning), (Skill</p>	

	<p>Development) pre & post-retirement strategies - tax treatment.</p> <p>b) Income Streams & Tax Savings Schemes:</p> <ul style="list-style-type: none">• Pension schemes, annuities- types of annuities, various Income Tax Savings Schemes.	
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Reference Books

1. Harold Evensky, Wealth Management, McGraw Hill Publication.
2. NCFM, CFP, IIBF, etc, Wealth Management modules.
3. *Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication.*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

9B. Brand Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)*

9B. Brand Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Demonstrate knowledge of the nature and processes of branding and brand management. (Level: Apply)

CO2: Evaluate the scope of brand management activity across the overall organisational context and analyze how it relates to other business areas. (Level: Evaluate)

CO3: Appraise the key issues in managing a brand portfolio and making strategic brand decisions. (Level: Analyse)

CO4: Analyze and discuss contemporary brand related problems and develop appropriate strategies and initiatives. (Level: Analyse)

CO5: Formulate and justify brand development decisions. (Level: Create)



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	Holistic Methods: Residual approaches, valuation approaches: Historical perspectives and interbrand's brand valuation methodology	
4	Growing and Sustaining Brand Equity	15
	<p>Designing & Implementing Branding Strategies:</p> <p>Brand Architecture: Meaning of brand architecture, the brand-product ,matri, breadth of a branding strategy, depth of a branding strategy</p> <p>Brand Hierarchy: Meaning of brand hierarchy, building equity at different hierarchy levels</p> <p>Cause Marketing to Build Brand Equity: Meaning of cause marketing, advantages, green Marketing</p> <p>Brand Extensions: Meaning, advantages, disadvantages, brand extension and brand equity.</p> <p>Managing Brands over Time: Reinforcing brands, revitalising brands</p> <p>Building Global Customer Based Brand Equity</p>	

Reference Books

1. Keller Kevin Lane, *Strategic Brand Management: Building, Measuring and Managing Brand.*
2. Elliot, Richard, *Strategic Brand Management-2008.*
3. Kapferer, Jean-Noel, *Strategic Brand Management-2000.*
4. Kishen, Ram, *Strategic Brand Management- 2013.*
5. Keller Kevin Lane, *Strategic Brand Management 4e-2015.*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

8A. Financing Rural Development

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

8A. Financing Rural Development

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Rural Banking	10
2	Micro Finance	15
3	MSME Finance	10
4	Final Accounts of the Banking Companies	15
5	Risk Management in Rural Finance	10
Total		60

Objectives:

1. To acquaint the learners with the concept of rural banking.
2. To give an overview of micro finance and MSME finance.
3. To study the provisions of final accounts of the Banking Companies.
4. To understand risk management in rural finance.

Course Outcome:


- CO1:** Explain concepts related to rural banking. (Level: Understand)
CO2: Compare micro and MSME finance. (Level: Analyse)
CO3: Prepare final accounts of banking companies.. (Level: Create)
CO4: Describe risk management in rural finance. (Level: Understand).



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Rural Banking	10
	<p>Rural India – Demographic Features, Characteristics of Rural Society, Economic Features, Infrastructure in Rural Areas, Agriculture Economy, Rural Issues and Rural Development Policies, Sources and Pattern of agriculture in India, Trends in Agricultural Finance.</p> <p>Institutional Framework – Regulation of Rural Financial Services, Rural Credit Institutions, Financing Agriculture/ Allied Activities, Financing Rural Non-Farm Sector, Priority Sector Lending, Rural Housing and Education Loans.</p> <p>Rural Banking – Financial Needs of the Poor, Role of Rural Banking, Transaction Costs, Risk Costs, Financing Poor as Bankable Opportunities Micro Credit and Self Help Groups.</p>	
2	Micro Finance	15
	<p>Introduction – Emergence of Microfinance, Definition, Meaning and Scope, Importance and Assumptions. Lessons from International Experience.</p> <p>Models – Models of Microfinance across the world, Portfolio Securitization, SHG-2, National Rural Livelihood Mission, Impact of Microfinance, Impact Assessment and Monitoring, Microfinance and Poverty Assessment Tools.</p> <p>Financial Products and Services – Objectives, Introduction, The role of MFI – Minimalist V/s Integrated, Financial services/ products, Non – Financial Services, Designing Microfinance Models, Liquidity Management, The Revenue Model of an MFI, Cost, Volume and Profit Analysis, Measuring Operating Efficiency and Productivity in MFI's, Factors affecting Operating Expenses, Operating Efficiency.. (Skill Development)</p>	
3	MSME Finance	10
	<p>Institutional Framework – Central Government, NIMSME, Indian Institute of Entrepreneurship Guwahati, NIESBUD, NSIC, Organizations under the control of State Government, SIDBI, CGTMSE, SMERA, SSI Association in India, Changing Role of MSME Associations , Policy Orientation & Resource Allocation.</p> <p>Financing Options & Modes – Financing MSME, Why lend to MSME Sector, Debt Finance, Equity Finance, Options for Financing MSME's, Financial Products and their Access, Existing MSME Loan Products and their Nature, Common Guidelines for lending to MSME Sector, Factoring, Credit Process, Credit Assessment, Costs and Risks specific to MSME Lending, Risk Rating, Monitoring and Review of Lending.</p>	
4	Final Accounts of the Banking Companies	15
	<p>Legal Provision in Banking Regulation Act, 1949 relating to Accounts. Statutory reserves including Cash Reserve and Statutory Liquidity Ratio. Bill purchase and discounted, Rebate of Bill Discounted.</p> <p>Final Accounts in prescribed form</p>	

	Non – performing assets and Income from non – performing assets, Classification of Advances, standard, sub – standard, doubtful and provisioning requirement.	
5	Risk Management in Rural Finance	10
	An Introduction –Objectives, Introduction , Types of risks for MFI's, Risk Management Framework for MFI's Indicators of Credit Risk (Skill Development) . Portfolio at Risk (PAR), Causes of high Credit Risk , Impact of Delinquencies, Managing Credit Risk, Transaction Risk, Process, System & Technology, Relationship and Portfolio Risk. Cash Planning and Co-ordination between Operation Manager and Finance Manager. Compliance to State Acts, Revised Guidelines on Priority Sector, Compliance to RBI Guidelines on NBFC – MFI's, Self-Regulation.	

Reference Books: -

1. Rural Banking – IIB Macmillan
2. Microfinance Perspective and Finance - IIB Macmillan
3. MSME in India – Taxman



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 NAGINDAS KHANDWALA COLLEGE OF SCIENCE

MALAD

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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

5A. Indirect Taxes

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

5A. Indirect Taxes

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

1. To understand the basics of GST.
2. To study the registration and computation of GST.
3. To acquaint the students with filing of returns in GST.

Course Outcome:

- CO1:** Apply the concepts of traditional financial services. (Level: Apply)
CO2: Demonstrate concept of supply. (Level: Apply)
CO3: Analyze registration and computation of GST. (Level: Analyse)
CO4: Apply filing of returns. (Level: Apply)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Introduction to Indirect Taxation and GST</p> <p>Basics for Taxation - Direct taxes and indirect taxes – difference, advantages and disadvantages, sources and authority of taxes in India (Art 246 of the Indian Constitution)</p> <p>Introduction to GST – Genesis of GST in India, power to tax GST (Constitutional Provisions), extent and commencement, meaning and definition of GST, benefits of GST, conceptual framework – CGST, IGST,SGST,UTGST, imports of goods or services or both, export of goods or services or both, taxes subsumed and not subsumed under GST.</p> <p>Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E-Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act).</p> <p>Levy and Collection of GST (Skill Development)</p> <p>– Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.</p>	10
2	<p>Concept of Supply</p> <p>Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)</p> <p>Place of Supply – Location of supplier of goods and services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), special provision for payment of tax by a supplier of online information database access retrieval.</p> <p>Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)</p> <p>Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act).</p>	20
3	<p>Registration and Computation of GST</p> <p>Registration – Persons liable for Registration (Sec 22 of the Act), persons not liable for registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act) Computation of GST (Skill Development)</p> <p>– Computation of GST under interstate and intra state supplies.</p>	20



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	Payment of Tax (Skill Development) - Payment of Tax, Interest and other Amounts (Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act).	
4	Filing of Returns	10
	Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes (Sec 34 of the Act), Electronic Way Bill Returns –Types of Returns and Provisions relating to filing of Returns (Skill Development) (Sec 37 to Sec 48 of the Act).	

Reference Books

1. *GST Bare Act 2017*
2. *GST Law & Practice - V.S Datey (6th Edition)*
3. *GST Laws – National Academy of Customs, Indirect.*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

3A. International Finance

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

3A. International Finance

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Fundamentals of International Finance	15
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15
3	World Financial Markets & Institutions & Risks	15
4	Foreign Exchange Risk, Appraisal & Tax Management	15
Total		60

Objectives:

1. The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance
2. The course aims to give a comprehensive overview of International Finance as a separate area in International Business
3. To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market

Course Outcome:

- CO1:** Explain the fundamentals of international finance. (Level: Understand)
CO2: Demonstrate understanding of foreign exchange markets. (Level: Apply)
CO3: Interpret knowledge of world financial markets. (Level: Apply)
CO4: Analyse foreign exchange risk. (Level: Analyse)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Fundamentals of International Finance</p> <p>Introduction to International Finance: Meaning/ Importance of international finance, scope of international finance, globalization of the world economy, goals of international finance, the emerging challenges in international finance</p> <p>Balance of Payment: Introduction to balance of payment, accounting principles in balance of payment, components of balance of payments, balance of payment identity Indian heritage in business, management, production and consumption.</p> <p>International Monetary Systems: Evolution of international monetary system , gold standard system , Bretton woods system, flexible exchange rate regimes – 1973 to present, current exchange rate arrangements, European monetary system, fixed & flexible exchange rate system</p> <p>An introduction to Exchange Rates: Foreign bank note market, spot foreign exchange market, Exchange rate quotations:</p> <ul style="list-style-type: none"> • Direct & indirect rates • Cross currency rates • Spread & spread %. <p>Factors affecting exchange rates</p>	15
2	<p>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</p> <p>Foreign Exchange Markets: Introduction to foreign exchange markets, structure of foreign exchange markets, types of transactions & settlement date, exchange rate quotations & arbitrage, forward quotations (Skill Development) (annualized forward margin).</p> <p>International Parity Relationships & Foreign Exchange Rate: Interest rate parity, purchasing power parity & fishers' parity, forecasting exchange rates (efficient market approach, fundamental approach, technical approach, performance of the forecasters), global financial markets & interest rates (domestic & offshore markets, money market instruments)</p> <p>Currency & Interest Rate Futures: Introduction to currency options (option on spot, futures & futures style options), futures contracts, markets & the trading process, hedging & speculation with interest rate futures, currency options in India.</p>	15
3	<p>World Financial Markets & Institutions & Risks</p> <p>Euro Currency Bond Markets: Introduction to Euro currency market, origin of Euro currency</p>	15

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	<p>market, Euro bond market (deposit, loan, notes market), types of Euro bonds, innovation in the Euro bond markets, competitive advantages of Euro banks, control & Regulation of Euro Bond Market.</p> <p>International Equity Markets & Investments: Introduction to international equity market (Skill Development), international equity market benchmarks, risk & return from foreign equity investments, equity financing in the international markets, depository receipts – ADR, GDR, IDR</p> <p>International Foreign Exchange Markets: Meaning of international foreign exchange market, FERA v/s FEMA, scope & significance of foreign exchange markets, role of forex manager, FDI v/s FPI, role of FEDAI in foreign exchange market</p> <p>International Capital Budgeting: Meaning of capital budgeting, capital budgeting decisions, incremental cash flows, cash flows at subsidiary and parent company, repatriation of profits, capital budgeting techniques – NPV</p>	
4	Foreign Exchange Risk, Appraisal & Tax Management	15
	<p>Foreign Exchange Risk Management: Introduction to foreign exchange risk management, types of risk, trade & exchange risk, portfolio management in foreign assets, arbitrage & speculation.</p> <p>International Tax Environment: Meaning of international tax environment (Skill Development), objectives of taxation, types of taxation, benefits towards parties doing business internationally, tax havens, tax liabilities.</p> <p>International Project Appraisal: Meaning of project appraisal, review of Net Present Value Approach (NPV), option approach to project appraisal, project appraisal in the international context, practice of investment appraisal.</p>	

Reference Books

1. P G Apte, International Financial Management, 5th Edition, The McGraw Hill.
2. Cheol . S. Eun & Bruce G. Resnick, International Finance Management.
3. Maurice D. Levi, International Finance – Special Indian Edition.
4. Prakash G. Apte, International Finance – A Business Perspective.
5. V A. Aadhani, International Finance.



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

4A Innovative Financial Services

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

4A Innovative Financial Services

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:


- CO1:** Apply the understanding of traditional financial services. (Level: Apply)
CO2: Demonstrate understanding of issue management and securitization. (Level: Apply)
CO3: Analyze financial services. (Level: Analyse)
CO4: Appraise consumer finance and credit rating. (Level: Analyse)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Introduction to Traditional Financial Services	15
	<p>Financial Services: Concept, objectives/functions, characteristics, financial service market, financial service market constituents, growth of financial services in India, problems in financial services sector, banking and non-banking companies, regulatory framework.</p> <p>Factoring and Forfaiting: Introduction, types of factoring, theoretical framework, factoring cost, advantages and disadvantages of factoring, factoring in India, factoring v/s forfaiting, working of forfaiting, benefits and drawbacks of forfaiting, practical problems.</p> <p>Bill Discounting: Introduction, framework, bill market schemes, factoring v/s bill discounting in receivable management.</p>	
2	Issue Management and Securitization	15
	<p>Issue Management and Intermediaries: Introduction, merchant bankers/ lead managers, underwriters, bankers to an issue, brokers to an issue.</p> <p>Stock Broking: Introduction, stock brokers, sub brokers, foreign brokers, trading and clearing/self-clearing members, stock trading (cash and normal) derivative trading. (Employability)</p> <p>Securitization: Definition, securitization v/s factoring, features of securitization, pass through certificates, securitization mechanism, special purpose vehicle, securitisable assets, benefits of securitization, new guidelines on securitization.</p>	
3	Financial Services and its Mechanism	15
	<p>Lease and Hire-Purchase: Meaning, types of lease - Finance lease, operating lease, advantages and disadvantages of leasing, leasing in India, legal aspects of leasing. Definition of hire purchase, hire purchase and instalment sale characteristics, hire purchase and leasing, advantages of hire purchase, problems of hire purchase.</p> <p>Housing Finance: Introduction, Housing Finance Industry, Housing finance policy aspect, sources of funds, market of housing finance, housing finance in India- major issues, housing finance in India – Growth factors, Housing Finance Institutions in India, National Housing Bank (NHB), guidelines for asset liability management system in HFC, fair trade practice code for HFC's, housing finance agencies.</p> <p>Venture Capital: Introduction, features of venture capital, types of venture capital financing Stages, disinvestment mechanisms, venture capital</p>	

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	investment process, Indian scenario.	
4	Consumer Finance and Credit Rating	15
	<p>Consumer Finance: Introduction, sources, types of products, consumer finance practice in India, mechanics of consumer finance, terms, pricing, marketing and insurance of consumer finance, consumer credit scoring, case for and against consumer finance.</p> <p>Plastic Money: Growth of plastic money services in India (Skill Development), types of plastic cards- credit card- debit card- smart card- add-on cards, performance of credit cards and debit cards, benefits of credit Cards, dangers of debit cards, prevention of frauds and misuse, consumer protection, Indian scenario. Smart cards- features, types, security features and financial applications</p> <p>Credit Rating: Meaning, origin, features, advantages of rating, regulatory framework, credit rating agencies, credit rating process, credit rating symbols. Credit Rating Agencies in India, limitations of rating.</p>	

Reference Books

1. IM Pandey, Financial Management, Vikas Publishing House Ltd.
2. Khan M.Y., Financial Services, Mc Graw Hill Education.
3. Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.
4. Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

13B. International Marketing

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

13B. International Marketing

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Describe the concepts of international marketing and trade. (Level: Understand)
CO2: Analyze the international marketing environment and its implication on business. (Level: Analyze)
CO3: Apply the international marketing mix to products and services. (Level: Apply)
CO4: Analyze the developments in international market with respect to the domestic, regional and national markets. (Level: Analyze)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Introduction to International Marketing & Trade</p> <p>a) Introduction of International Marketing: • Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization</p> <p>b) Introduction to International Trade: • Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs: SAARC, ASEAN, NAFTA, EU, OPEC</p>	15
2	<p>International Marketing Environment and Marketing Research</p> <p>a) International Marketing Environment: • Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) • Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti-Dumping Law and Import License. • Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of</p>	15



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	<p>Culture , Cultural Values (Individualism v/s Collectivism)</p> <p>b) Marketing Research:</p> <ul style="list-style-type: none"> • Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research 	
3	International Marketing Mix	15
	<p>a) International Product Decision (Skill Development).</p> <ul style="list-style-type: none"> • International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning . <p>b) International Pricing Decision:</p> <ul style="list-style-type: none"> • Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing • International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing • International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing • International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing <p>c) International Distribution Decisions</p> <ul style="list-style-type: none"> • Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel <p>d) International Promotion Decisions</p> <ul style="list-style-type: none"> • Concept of International Promotion Decision • Planning International Promotional Campaigns: Steps - Determine the Target Audience (Skill Development)., Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness • Standardization V/S Adaptation of International Promotional Strategies. (Skill Development) • International Promotional Tools/Elements. 	
4	Developments in International Marketing	15
	<p>a) Introduction -Developing International Marketing Plan:</p> <ul style="list-style-type: none"> • Preparing International Marketing Plan, Examining International Organizational Design, Controlling International Marketing Operations, Devising International Marketing Plan <p>b) International strategies:</p> <ul style="list-style-type: none"> • Need for International Strategies, Types of International Strategies <p>c) International Marketing of Services</p> <ul style="list-style-type: none"> • Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing., Advantages and Disadvantages of Global Service Marketing, Service Culture. 	



Reference Books: -

1. Douglas and Craig. Global Marketing Strategy. McGraw-Hill, Inc.
2. Keegan and Green. Global Marketing. Pearson-Prentice Hall.
3. Analysis for marketing planning – Donald R. Lehmann and Russel S. Winer.
4. Sixth Edition. McGraw-Hill
5. International Business Plans – Robert Brown and Alan Gutterman. World trade Press, 2003 .
6. Keegan, W. J. And M. C. Green. "Global Marketing". Global Edition. Seventh Edition. Pearson Prentice Hall 2013 .
7. International Marketing Paperback – by Srinivasan R. PHI Learning Private Limited .



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Syllabus and Question Paper Pattern

OF

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

14B. Marketing for Non- Profit Organisation

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

14B. Marketing for Non- Profit Organisation

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Non-profit Organization.	15
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations.	15
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations.	15
4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations.	15
Total		60

Objectives:

1. This course introduces students to the challenges of marketing in the non-profit sector.
2. To understand the role and application of marketing to promote social change and to achieve social goals for non-profits organizations including social and cause related marketing, fundraising.
3. To apply marketing in a diverse range of non-profit environments including charities, social programs and ideas, health, education, arts, as well as goods and services .
4. To understand the advocacy v/s lobbying and the concept of CSR and the policy framework of CSR under the Companies Act of 2013.

Course Outcome:

- CO1:** Describe the concepts of non-profit organization. (Level: Understand)
CO2: Design marketing strategies for non-profit organizations. (Level: Create)
CO3: Analyze promotion strategies of non-profit organizations. (Level: Analyze)



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CO4: Explain corporate social responsibility and the need of ethics in organizations. (Level: Understand) Describe how target markets can be identified for donors and Explain how new service products are developed by non-profits.

Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Introduction to Non-profit Organization	15
	<p>a) Non-profit organization: Meaning of Non-Profit Organization, Features of non-profit organization, Characteristics of Non Profit marketing, Stakeholders in non-profit organization, Types of non-profit organization: Charities, newly emerging social enterprise sector, public sector, political parties and campaign organizations, classification of non-profit organizations, Social need: concept, social need as a basis for developing sustainable business model for a non-profit organization.</p> <p>b) Fundraising: meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising. (Skill Development)</p>	
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations	15
	<p>a) Segmentation, Targeting & Positioning of non-profit organizations: Strategic Marketing for Non-Profit Organization, Steps in Strategic Marketing of non-profit organization, Market Segmentation, Targeting & Positioning in non-profit organization (Skill Development).</p> <p>b) Product mix & Pricing mix in non-profit organization: Budgeting, cost effective marketing mix, Cost Management, Product or offer in non-profit organization, level of offer in non-profit organization, Pricing Objectives in non-profit organizations, Pricing Strategies in non-profit organizations</p>	
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations	15
	<p>a) Promotion Mix: Promotion of non-profit Organizations: Marketing Communication Strategies, Integrated Marketing Communication in non-profit organizations, Image & reputation, Marketing Communication process, Marketing communication process, Role of Audience, message and vehicle in non-profit organization communication.</p> <p>Significance of place in non-profit organizations, Challenges for</p>	



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	<p>non-profit organizations in rural areas.</p> <p>b) Advocacy & Fund Raising in non-profit organization: Meaning, steps in building support for advocacy, advocacy tactics: lobbying, Coalition Building, outreach to media, educating policy makers on issues, educating public on policy issue, building relationship with policy maker. Distinctive characteristics of advocacy groups, Steps in crafting an advocacy plan, steps in engaging policy makers for lobbying, advocacy v/s lobbying, Evaluating advocacy.</p> <p>Fund Raising: meaning, Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.</p>	
4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations	15
	<p>a) Corporate social responsibility: CSR, Importance of CSR, history and evolution of CSR, Policy framework for CSR in India, Section 135 of Companies Act 2013, Role of CSR committee on Boards</p> <p>Code of Ethics in non-profit organization, hierarchy of ethical values in non-profit organization, careers in CSR.</p> <p>b) Trends and Innovations: Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and their impact on corporate CSR, Challenges faced by non-profit organizations in India.</p> <p>c) Non-Governmental Organization (NGO): Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization & NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grass root NGO, Mother NGO, National NGO, corporate NGO, Global NGO's</p>	

Reference Books: -

1. Philip Kotler & Alan R Andersan, Strategic Marketing for nonprofit organization, 07th Edition, 2008, Prentice Hall.
2. Banies, Fill & Rosengren (2016), Marketing, Oxford University Press.
3. TCC Group & The California Endowment Fund, what makes an effective advocacy organization – A framework for determining advocacy capacity, June 2009, TCC Group.
4. Global CSR Summit, A study by Ernst & Young and PHD Chamber, 2013.
5. PWC & CII, Handbook on Corporate Social responsibility, 2013, CII Development Initiative Council.
6. Sahu Pani, Non- Governmental Organisations Development Actors, 2010, Himalaya Publishing, New Delhi
7. O.P.Goel, Strategic Management & Policy issues of NGO's, 2004, Isha Books, Delhi
8. B.R., Nanda, NGO Management, 2010, Surendra Publications, New Delhi
9. Snehlata Chnadra,,Guidelines for NGOs Management in India, 2003, Kanishka Publishers, Distributors, New Delhi
10. Shilaja Nagendra, Voluntary Organisations & Social Work,2007, Oxford Book Company, Jaipur

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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

12B. Media Planning and Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

12B. Media Planning and Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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


Course Outcome:

- CO1:** Describe the concepts of media and media planning. (Level: Understand)
CO2: Apply media mix and media strategy to products and services. (Level: Apply)
CO3: Analyze a media budget, buying and scheduling. (Level: Analyze)
CO4: Evaluate measurement of various media. (Level: Evaluate)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Overview of Media and Media Planning	15
	<p>Overview of Media and Media Planning: Meaning of media & features of media, meaning of media planning , scope of media planning , media planning elements, role of media in business, media planning process, impact of marketing objectives on media planning, factors influencing media planning decisions, role and importance of media in consumer buying decision, role of media planner, challenges of media planning, organization structure of media company, regulatory framework and legal aspects in media planning.</p> <p>Media Research: Meaning, role and importance, Sources of Media Research: Audit bureau of circulation, press audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, reach and coverage study, CIB Listenership Survey.</p>	
2	Media Mix and Media Strategy	15
	<p>Media Mix: Meaning, need for media mix, identifying audience for mass media., (Skill Development Needs) factors affecting media mix decision, types of media mix decisions: Broad media classes, media vehicles, media units, deciding ideal media mix.</p> <p>Media Choices Print Meaning- Factors affecting selection of print media decisions, types of print media, advantages and limitations. Television- Meaning, factors affecting selection of television media decisions, advantages and limitations Radio- Meaning, factors affecting selection of radio media decision, advantages and limitations. Out of Home (OOH)- Meaning, types of OOH, factors affecting OOH planning decision, advantages and limitations Emerging Media: Online, mobile, gaming, in flight, in store, interactive media. Media Strategy: Meaning, need for media strategy, situation analysis for media strategy and its components. Steps in formulating media strategies: Defining the target group, market prioritization,</p>	

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	media weights, media mix, media scheduling.	
3	<p>Media Budgeting, Buying & Scheduling</p> <p>Media Budget: (Skill Development Needs) Meaning: Factors to be considered while framing a budget: Advertising task, competitive framework, market dominance, market coverage, media cost, market task, pricing, frequency of purchase. Importance of media budget: Methods of setting media budget - Status Quo, inflation adjusted, advertising sales, case rate & advertising margin Method, share of market, yardstick method, effective frequency & reach method & margin analysis ROI based approach, experimental approach, break even planning.</p> <p>Media Buying: (Skill Development Needs) Meaning, role of media buyer, objectives of media buying. Buying Process: Buying brief, environmental analysis, science and art of buying, benchmarking buying plan presentation deal management and post buy. Buying brief: Concept & elements of buying brief, art of media buying – negotiation in media buying, plan presentation and client feedback, Criteria in media buying.</p> <p>Media Scheduling: Meaning, importance (Skill Development Needs) Factors affecting scheduling: Sales pattern, purchase cycle, product availability, competitive activity, marketing task, budget constraints, target group. Scheduling Patterns – Continuity, flighting, pulsing. Scheduling strategies for creating impact: Road block, day or day part. Emphasis, multiple spotting, teasers.</p>	15
4	<p>Developments in International Marketing</p> <p>Media Measurement: Basic Metrics: Reach, cumulative/frequency Reach, discrete & cumulative distribution, average opportunity to see (AOTS), effective frequency/Reach Television Metrics: Dairy v/s people meter, TRP./TVR, program reach & time spent, stickiness index, ad viewership Radio Metrics: Arbitron radio rating Print Metrics: Circulation, average issue readership (AIR), total or claimed reader, sole or solus reader. OOH Metrics: Traffic Audit Bureau (TAB) Benchmarking Metrics: Share, profile, and selectivity Index Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). Evaluating Media Buys Evaluating Television Media Buying: Dysfunctional card rate, secondary and effective rate, deal composition, Cost Per Rating Point(CPRP), reach delivered by the buy, visibility spots, bonus percentage, upgrades and Spot Fixing, Sponsorships Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. a Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	15

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Reference Books

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



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

1. Operations Research

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

I. Operations Research

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Explain concepts of operations research and linear programming. (Level: Understand)
CO2: Solve problems of assignment and transportation models. (Level: Apply)
CO3: Apply network analysis. (Level: Apply)
CO4: Solve problems related to job sequencing and theory of games. (Level: Apply)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Introduction to Operations Research and Linear Programming</p> <p>Introduction to Operations Research Operations research - definition, characteristics of OR, OR techniques, areas of application, limitations of OR.</p> <p>Linear Programming Problems: Introduction and Formulation Introduction to linear programming, applications of LP , components of LP Requirements for formulation of LP problem ,assumptions underlying linear programming ,steps in solving LP problems ,LPP formulation (decision variables, objective function, constraints, non-negativity constraints)</p> <p>Linear Programming Problems: Graphical Method Maximization & minimization type problems. (Max. Z & Min. Z). Two decision variables and maximum three constraints problem. Constraints can be "less than or equal to", "greater than or equal to" or a combination of both the types i.e. mixed constraints. Concepts: feasible region of solution, unbounded solution, redundant constraint, infeasible solution, alternative optima.</p> <p>Linear Programming Problems: Simplex Method Only maximization type problems (<u>only max. Z</u>). No minimization problems (no min. Z) numericals on degeneracy in maximization simplex problems. Two or three decision variables and maximum three constraints problem. (up to maximum two iterations) All constraints to be "less than or equal to" constraints. ("Greater than or Equal to" constraints not included.) Concepts: slack variables, surplus variables, artificial variables, duality, product mix and profit, feasible and infeasible solution, unique or alternate optimal solution, degeneracy, non-degenerate, shadow prices of resources, scarce and abundant resources, utilized and unutilized capacity of resources, percentage utilization of resources, and decision for introduction of a new product.</p> <p>Note: 1. Surplus variable, artificial variable and duality to be covered only at conceptual level for theory questions only and not included in numerical. 2. Sensitivity analysis including profit range and capacity range is not included.</p>	15
2	<p>Assignment and Transportation Models</p> <p>a) Assignment Problem – Hungarian Method</p>	5



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	<p>Maximization & minimization type problems. Balanced and unbalanced problems. Prohibited assignment problems, unique or multiple optimal solutions. Simple formulation of assignment problems. Maximum 5 x 5 matrix up to maximum two iterations after row and column minimization. Note: 1. Travelling Salesman Assignment Problem is not included.</p> <p>b) Transportation Problems Maximization & minimization type problems. Balanced and unbalanced problems. Prohibited transportation problems, unique or multiple optimal solutions. Simple formulation of transportation problems. Initial feasible solution (IFS) by: North West Corner Rule (NWCR), Least Cost Method (LCM), Vogel's Approximation Method (VAM), Maximum 5 x 5 transportation matrix. Finding optimal solution by modified distribution (MODI) method. (u, v and Δ) Maximum two iterations (i.e. Maximum Two Loops) after IFS. Note: Production scheduling problem (Skill Development) is not included. Time minimization problem is not included. Degeneracy concept to be covered only at conceptual level. Not to be included in numerical.</p>	
3	Network Analysis	15
	<p>Critical Path Method (CPM) Concepts: Activity, event, network diagram, merge event, burst event, concurrent and burst activity. Construction of a network diagram, node relationship and precedence relationship, principles of constructing network diagram, use of dummy activity. Numerical consisting of maximum ten (10) activities. Critical path, sub-critical path, critical and non-critical activities, project completion time, forward pass and backward pass methods. Calculation of EST, EFT, LST, LFT, head event slack, tail event slack, total float, free float, independent float and interfering float.</p> <p>Project Crashing Meaning of project crashing. Concepts: normal time, normal cost, crash time, crash cost of activities. Cost slope of an activity. Costs involved in project crashing: Numericals with direct, indirect, penalty, crash cost and total costs. Time - Cost trade off in project crashing (Skill Development) . Optimal (minimum) project cost and optimal project completion time. Process of project crashing. Numerical consisting of maximum ten (10) activities. Numerical based on Maximum Four (04) Iterations of Crashing</p> <p>Program Evaluation and Review Technique (PERT) Three time estimates of PERT: Optimistic time (a), most likely time (m) and pessimistic time (b). Expected time (te) of an activity using three time estimates. Difference between CPM and PERT.</p>	

	Numerical consisting of maximum ten (10) activities. Construction of PERT network using te values of all activities. Mean (Expected) project completion time. Standard deviation and variance of activities. Project variance and project standard deviation. 'Prob. Z' formula. Standard normal probability table. Calculation of probability from the probability table using 'Z' value and simple questions related to PERT technique, meaning, objectives, importance, scope, RORO/LASH.	
4	Job Sequencing and Theory of Games	15
	Job Sequencing Problem Processing maximum 9 jobs through two machines only. Processing maximum 6 jobs through three machines only. Calculations of idle time, elapsed time etc. Theory of Games Introduction: Terminology of game theory: players, strategies, play, payoff, payoff matrix, maximin, minimax, saddle point. Types of games: Numerical based on: Two person zero sum games including strictly determinable and fair game, pure strategy games (saddle point available). Principles of dominance method.	

Reference Books

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

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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

6A. Project Management

Under Academic Autonomy and Credit, Grading and Semester System
With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

6A. Project Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Explain the concepts of project management. (Level: Understand)

CO2: Analyse project feasibility. (Level: Analyse)

CO3: Analyse budget, cost and risk estimates in project management. (Level: Analyse)

CO4: Describe new dimensions in project management. (Level: Understand)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p style="text-align: center;">Introduction to Project Management & Project Initiation</p> <p>Introduction to Project Management: Meaning/definition of project & project management, classification of projects, why project management, characteristics/importance of project management, need for project management (objectives), history of project management</p> <p>Organizational Structure (Project Organization): Meaning/Definition of organizational structure, organizational work flow, developing work integration positions, types of organizational structure, forms of organization, strategic business units (SBU) in project management.</p> <p>Project Initiation :-</p> <p>Project Selection- Meaning of project selection, Importance of project selection, criteria for project selection (Models), types of project selection, understanding risk & uncertainty in project selection.</p> <p>Project Manager Meaning of project manager, role of project manager, importance of project manager, role of consultants in project management, selecting criteria for project manager.</p> <p>Project Planning Importance of project planning, Functions of project planning, System integration, project management life cycle, conflicts & negotiation handling in project management, planning cycle & master production scheduling, (Skill Development)</p>	15
2	<p style="text-align: center;">Analysing Project Feasibility</p> <p>Project Feasibility Analysis: Meaning/Definition of project feasibility, importance of project feasibility, scope of project Feasibility. Types of project feasibility- Market feasibility, technical feasibility, financial feasibility, economic viability, operational feasibility SWOT analysis (Environment impact assessment, social cost benefit analysis)</p> <p>Market Analysis: Meaning of market analysis, demand forecasting, product mix analysis, customer requirement analysis</p> <p>Technical Analysis: Meaning of technical analysis, use of various informational tools for analysing, advancement in the era of e- commerce in project management</p> <p>Operational Analysis: Meaning of operation management, importance of operation management, operation strategy - levels of decisions, production planning & control, material management - work study & method study, lean operations</p>	15
3	<p style="text-align: center;">Budgeting, Cost & Risk Estimation in Project Management</p> <p>Funds Estimation in Project:</p>	15

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	<p>Means of financing, types of financing, sources of finance, government assistance towards project management for start-ups, cost control (operating cycle, budgets & allocations) determining financial needs for projects, impact of leveraging on cost of finance</p> <p>Risk Management in Projects: What is risk, types of risk in projects, risk management process, risk analysis & identification, impact of risk handling measures, work break down structure, new venture valuation (asset based, earnings based, discounted cash flow models) .</p> <p>Cost Benefit Analysis in Projects Introduction to cost benefit analysis, efficient investment analysis, cash - flow projections, financial criteria for capital allocation, strategic investment decisions.</p>	
4	New Dimensions in Project Management	15
	<p>Modern Development in Project Management: Introduction to modern development in project management, Project Management Maturity Model (PMMM), continuous improvement, developing effective procedural documentation, capacity planning.</p> <p>Project Monitoring & Controlling: Introduction to project monitoring & controlling, the planning – monitoring- controlling cycle, computerized Project Management Information System (PMIS), balance in control system in project management, project auditing – life cycle.</p> <p>Project Termination & Solving Project Management Problems: Meaning of project termination, reasons for termination of projects, process for terminating projects, strategy/ ways to solve project management problems, project review & administrative aspects, execution tools for closing of projects.</p>	

Reference Books:-

1. *Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling.*
2. *Jack.R.Meredith & Samuel.J.Mantel, Jr., Project Management – A Managerial Approach.*
3. *Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control*



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Syllabus and Question Paper Pattern

OF

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

10B. Retail Management

Under Academic Autonomy and Credit, Grading and Semester System
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at Semester VI
(Implemented during Academic Year 2020-21)**

10B. Retail Management

*(Implemented during Academic Year 2020-21)
(wef 2018-19)*

Module at a Glance

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

Objectives:

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

Course Outcome:

- CO1:** Describe how the consumers' decision process affects retailers. (Level: Understand)
CO2: Develop a retail strategy that appeals to a specific target market. (Level: Create)
CO3: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes. (Level: Understand)
CO4: Apply strategies for maintaining and sustaining in retail. (Level: Apply)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	<p>Retail Management- An overview</p> <p>Retail Management Introduction and meaning, significance, factors influencing retail management, scope of retail management</p> <p>Retail Formats Concept of organized retailing: Factors responsible for the growth of organized retail in India, multichannel retailing: Meaning and types, e-tailing: meaning, advantages and limitations</p> <p>Emerging Trends in Retailing. (Employability) Impact of globalization on retailing I.T in Retail: Importance, advantages and limitations, applications of I.T. in retail: EDI, bar coding, RFID Tags, electronic surveillance, electronic shelf labels. FDI in retailing: Meaning, need for FDI in Indian retail scenario Franchising: Meaning, types, advantages and limitations, franchising in India Green retailing, airport retailing.</p>	15
2	<p>Retail Consumer and Retail Strategy</p> <p>Retail Consumer/Shopper.: Meaning of retail shopper, factors influencing retail shoppers, changing profile of retail shoppers, market research as a tool for understanding retail markets and shoppers.</p> <p>CRM in Retail: Meaning, objectives Customer retention approaches: Frequent shopper programme, special customer services, personalization, and community.</p> <p>Retail Strategy: Meaning, steps in developing retail strategy, retail value chain.</p> <p>Store Location Selection: Meaning, types of retail locations, factors influencing store location.</p> <p>HRM in Retail: Meaning, significance, functions, organization structure in retail: Meaning, factors influencing designing, organization structure, organization structure for small stores/single stores/independent retailers and retail store chain/department store.</p>	15
3	<p>Merchandise Management and Pricing</p> <p>Merchandise Management Concept, types of merchandise, principles of merchandising, merchandise planning- meaning and process, merchandise category</p>	15

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	<p>– meaning, importance, components, role of category captain, merchandise procurement/sourcing- meaning, process, sources for merchandise.</p> <p>Buying Function: Meaning, buying cycle, factors affecting buying functions, functions of buying for different types of organizations young and Rubicam's Brand Asset Valuator- independent store, retail chain, non-store retailer.</p> <p>Concept of Lifestyle Merchandising Private Label: Meaning, need and importance, private labels in India..</p> <p>Retail Pricing: Meaning, considerations in setting retail pricing. Pricing Strategies: High/ low pricing: Meaning, benefits, everyday low pricing: Meaning, benefits, market skimming, market penetration, leader pricing, odd pricing, single pricing, multiple pricing, anchor pricing.</p> <p>Variable pricing and price discrimination- Meaning types: Individualized variable pricing/first degree price Self-selected variable pricing/ second degree price discrimination- clearance and promotional markdowns, coupons, price bundling, multiple – unit pricing Variable pricing by market segment/ third degree price discrimination.</p>	
4	<p>Managing and Sustaining Retail</p> <p>Retail Store Operations: Meaning, responsibilities of store manager, the 5 S's of retail operations (systems, standards, stock, space, staff)</p> <p>Store Design and Layout: (Skill Development) Store design- Meaning, objectives, principles, elements of exterior and interior store design, store atmospherics and aesthetics Store layout- Meaning, types: Grid, racetrack, free form Signage and graphics: Meaning, significance, concept of digital signage Feature areas: Meaning, types: Windows, entrances, freestanding displays, end caps, promotional aisles, walls, dressing rooms, cash wraps.</p> <p>Visual Merchandising and Display: Visual merchandising- Meaning, significance, tools used for visual merchandising The concept of planogram Display- Meaning, methods of display, errors in creating display</p> <p>Mall Management (Employability). Meaning and components: positioning, zoning, promotion and marketing, facility management, finance management</p> <p>Legal and Ethical Aspects of Retailing Licenses/Permissions required to start retail store in India ethical issues in retailing, career options in retailing.</p>	15

Reference Books

1. Swapna Pradhan, "Retailing Management-Text and Cases", 4th Edn, Tata Mc Graw Hill.
2. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press
3. Kishore Biyani, "It Happens in India", & "The Wall Mart Story"



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4. *Store Manager, Organiser / Planner- DMS Retail*

5. *Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.*



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Syllabus and Question Paper Pattern

Of

Courses of Bachelor of Management Studies (BMS) Programme

Third Year

Semester VI

7A. Strategic Financial Management

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2016-17

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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

7A. Strategic Financial Management

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

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

Objectives:

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

Course Outcome:

CO1: Explain dividend decisions and XBRL. (Level: Understand)

CO2: Apply capital budgeting and capital rationing. (Level: Apply)

CO3: Analyse shareholder value and corporate governance. (Level: Analyse)

CO4: Describe financial management in banking sector and working capital financing. (Level: Understand)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Dividend Decision and XBRL	15
	a) Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) XBRL: Introduction, Advantages and Disadvantages, Features and Users .	
2	Capital Budgeting and Capital Rationing	15
	a) Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis (Skill Development) , Construction of Decision Tree. b) Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems	
3	Shareholder Value and Corporate Governance/Corporate Restructuring	15
	a) Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India b) Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	
4	Financial Management in Banking Sector and Working Capital Financing	15
	a) Financial Management in Banking Sector : An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances b) Working Capital Financing: Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach .	

Reference Books: -

1. C. Paramasivan & T. Subramanian, Financial Management
2. IM Pandey, Financial Management



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3. Ravi Kishor, Financial Management
4. Khan & Jain, Financial Management
5. Van Horne & Wachowiz, Fundamentals of Financial Management
6. Prasanna Chandra, Strategic Financial Management



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**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2020-21)**

11B. Sports Marketing

*(Implemented during Academic Year 2020-21)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Sports Marketing: Introduction, Environment & Research	15
2	The Sports Product, Pricing Strategies & Sponsorship	15
3	Promotion & Distribution Strategies in Sports Marketing	15
4	Legal aspects & Marketing of Major Sport Events	15
Total		60

Objectives:

1. To equip the learner with an understanding of the business of sports marketing
2. To help the learner understand environmental factors influencing sports marketing
3. To help the learner understand components of marketing mix in the context of sports marketing
4. To understand legal aspects in sports marketing & franchising agreements

Course Outcome:

- CO1:** Describe the concepts of sport marketing. (Level: Understand)
CO2: Design strategies for marketing of sports product. (Level: Create)
CO3: Analyze the strategies of promotion and distribution in sports marketing. (Level: Analyze)
CO4: Explain the legal aspects of major sport events. (Level: Understand)



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Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Sports Marketing: Introduction, Environment & Research Introduction to sports marketing: Sports marketing definition & characteristics, marketing myopia in sports, distinctive features of sports marketing, Model of sports Industry, Implementation of sports marketing programme Environment & Research in Sports Marketing: (Skill Development). Environmental factors, individual factors, decision making for sports involvement, role of research in sports marketing: types of primary market research, common problems in sports marketing research	15
2	The sports Product, Pricing Strategies & Sponsorship The sports products: Core & extensions, key issues in sports products strategy, managing sports brands, brand equity. (Skill Development): benefits & development, Sales: Definition, sales approaches used in sports, selling sports to the community Pricing strategies: The basics of pricing, core issues, factors affecting pricing Sponsorship: Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships. (Skill Development)	15
3	Promotion & Distribution Strategies in Sports Marketing Promotional strategies: Promotional concepts & practice, components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing & advertising. Media options in sports marketing, Distribution strategies: Placing core products & their extensions, the facility: marketing channels, the product-place matrix.	15
4	Legal Aspects & Marketing of major Sport Events Cross impact among the 5Ps of sports marketing mix..Legal aspects of sports marketing: Endorsement agreement, Player agreement, Franchise agreement & Sponsorship agreement. Marketing of major sport events: Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament.	15

Reference Books

1. Phil Schaaf -Sports Marketing □ It's not just a game anymore.
2. Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author) - Sport Marketing
3. Larry DeGaris- Sports Marketing: A Practical Approach February 2006

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4. *Matthew D.Shank and Mark R. Lyberger, Sports Marketing: A Strategic Perspective, 5th edition 3 October 2014*
5. *David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen & Unwin, 2009 (3rd edition), Strategic Sport Marketing*



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