



Janardan Bhagat Shikshan Prasarak Sanstha's

CHANGU KANA THAKUR

Arts, Commerce and Science College, New Panvel (Autonomous)

Re-accredited A+ Grade by NAAC (Third Cycle-CGPA-3.61)
'College with Potential for Excellence' Status Awarded by UGC
'Best College Award' by University of Mumbai

As per National Education Policy - 2020

Title of the Programme

B.Com in Management Studies

(Faculty of Commerce)

Syllabus for F.Y. B. Com. (Management Studies)

Semester I and II

(With effect from the academic year 2024-25)



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

As per National Education Policy - 2020

Sr. No.	Heading	Particulars
1	Title of program	B.Com in Management Studies
2	Eligibility	H.S.C Pass
3	Duration of program	03 Yrs.
4	Intake Capacity	180
5	Scheme of Examination	External (60 Marks) Internal (40 Marks) External (30 Marks) Internal (20 Marks)
6	Standards of Passing	40%
7	Semesters	Two
8	Program Academic Level	U.G.
9	Pattern	Semester (60:40)
10	Status	As per NEP
11	To be implemented from Academic Year	Academic Year 2024-25

Signature of

Mr. K.N.Kurani
Head, Department of Management Studies
Changu Kana Thakur
A.C.S. College, New Panvel
(Autonomous)

Signature of

Prof. (Dr.) S.K. Patil
Principal
Changu Kana Thakur
A.C.S. College, New Panvel
(Autonomous)

Preamble

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

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

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

Abbreviations Used

- POs : Program Outcomes
- PS : Program Structure
- PSOs : Program Specific Outcomes
- COs : Course Outcomes
- TLP : Teaching-Learning Process
- AM : Assessment Method
- DSC : Discipline Specific Core
- DSE : Discipline Specific Elective
- GE : Generic Elective
- OE : Open Elective
- VSC : Vocational Skill Course
- SEC : Skill Enhancement Course
- IKS : Indian Knowledge System
- AEC : Ability Enhancement Course
- VEC : Value Education Course
- OJT : On Job Training (Internship)
- FP : Field project
- CEP : Community engagement and service
- CC : Co-curricular Courses
- RM : Research Methodology
- RP : Research Project
- MJ : Major Course
- MN : Minor Course



Program Outcomes (POs)

PO No.	POs Statement	Knowledge and Skill
	After completing the Bachelor of Science Program, students will be able to-	
PO-1	Capable to demonstrate comprehensive knowledge of Accountancy, Commerce and Management.	Disciplinary knowledge
PO-2	Develop ability to express thoughts and ideas effectively in writing and oral related to business communication.	Communication Skills
PO-3	Ability to recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them.	Critical thinking
PO-4	Ability to think rationally, analyze situations and solve problems adequately.	Problem solving
PO-5	Able to create a sense of inquiry and capability for asking relevant and appropriate questions related to Accountancy, Commerce and Management.	Research-related skills
PO-6	To work effectively and respectfully in different groups in the society and able to facilitate cooperative efforts as a member of a team.	Cooperation/Team work
PO-7	Ability to critically analyze, interpret data and draw conclusions with open mind in the field of Accountancy, Commerce and Management.	Scientific reasoning
PO-8	Ability to use ICT effectively to access, evaluate and analysis of data in the field of accountancy, commerce and management.	Information/digital literacy
PO-9	Create ability to work independently for a project and manage a project through to completion in the field of accountancy, commerce and management.	Self-directed learning
PO-10	Able to demonstrate commerce, management values and beliefs to the multiple cultural and global groups.	Multicultural competence
PO-11	Ability to elicit views of others, mediate disagreements and help reach conclusions in group settings	Social Interaction



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Program Specific Outcomes (PSOs)

PSO No.	PSOs Statement	Knowledge and Skill
	After completing the Bachelor of Science Program, students will be able to-	
PSO-1	Develop the lateral thinking, communication skills, analytical skills, leadership skills and social responsibilities among learners	Problem solving
PSO-2	Inculcate professional ethics and standards for societal and environmental benefit	Critical thinking
PSO-3	Provide adequate knowledge of management practices and to be able to pursue higher studies in the field of Finance, Human Resource Management Marketing and General Management	Disciplinary knowledge



Syllabus for F.Y. B.Com (MS) Semester I and II
Choice Based Credit System under
New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Structure

No. of Courses	Semester I			Credits	No. of Courses	Semester II			Credits
I	Discipline Specific Course				I	Discipline Specific Course			
IA	<i>Major</i>	Principles of Management	04		IA	<i>Major</i>	Principles of Marketing	04	
IB	<i>Major</i>	Business Environment	04		IB	<i>Major</i>	Foundation Of Human Skills	04	
IC	<i>Major</i>	Introduction to Business Mathematics & Statistics - I	04		IC	<i>Major</i>	Introduction to Business Mathematics & Statistics - II	04	
II	VSEC				II	OE			
IIA	SEC	IT in Business Management - I	02		IIA	OE	Business Administration	02	
III	AEC/IKS/VEC				III	VSEC			
IIIA	AEC	CS – English - I	02		IIIA	SEC	Information Technology in Business Management - II	02	
IIIB	IKS (Major /Minor)	Generic	02	IV	AEC/IKS/VEC				
				IVA	AEC	CS – English - II	02		
IIIC	VEC	VEC -1 UI, EVS, DT	02		IVB	VEC	VEC -2 UI, EVS, DT	02	
IV	CC/OJT/FP/CEP/RP				IV	CC/OJT/FP/CEP/RP			
IVA	FC in NSS/ NCC/ PE / Culture - I		02		IVA	FC in NSS/ NCC/ PE / Culture - II		02	
Total Credits			22		Total Credits			22	

Bachelor of Commerce (Management Studies)

Programme as per NEP 2020

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year: 2024-2025)

Semester I

Courses	Semester I		Credits
I	Discipline Specific Course		
1	Major	Principles of Management	04
2	Major	Business Environment	04
3	Major	Introduction to Business Mathematics & Statistics - I	04
II	VSEC		
IIA	SEC	Information Technology in Business Management - I	02
III	AEC/IKS/VEC		
IIIA	AEC	CS – English - I	02
IIIB	IKS (Major /Minor)	Generic	02
IIIC	VEC	VEC -1 UI, EVS, DT	02
IV	CC/OJT/FP/CEP/RP		
IVA	FC in NSS/ NCC/ PE / Culture - I		02
TOTAL CREDITS			22



Janardan Bhagat Shikshan Prasarak Sanstha's
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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for F.Y. B. Com (MS) Semester I
Choice Based Credit System
under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS1PMG

Course Title: Principles of Management

Course Type: Major-1

No. of Credits: 4

Course Outcomes (COs)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
Subject: Management Studies	Course: Principles of Management Course Code: UMS1PMG	Course Coordinator: Dr. Bhagyashree M Bhoir
	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO1	Explain the functions and responsibilities of managers & tools and techniques to be used in the performance of the managerial job.	Level I- Explain
CO2	Analyze and understand the environment of the organization.	Level V-Analyze
CO3	Build the leadership capacity and teamwork skills for business decision making.	Level III- Apply
CO4	Elaborate the knowledge of current theory and techniques of major business Discipline.	Level VI-Create

Syllabus for F.Y. B. Com (MS) Semester I
Choice Based Credit System
under New Education Policy (NEP) 2020

Course Code: UMS1PMG
Course Title: Principles of Management

Sr. No.	Units	Module s / Units
1	1	Nature of Management
		<ul style="list-style-type: none"> ● Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. ● Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol And Contingency Approach. ● Organization culture and Environment – Current trends and issues in Management. ● Integrative Managerial Issues: Managing in a Global Environment; ● Types of Business organization — Sole proprietorship, partnership, company-public and private sector enterprises
2	2	Planning and Decision Making
		<ul style="list-style-type: none"> ● Planning: Meaning, Importance, Elements, Process, Limitations and MBO. ● Decision Making: Meaning, Importance, Process, Techniques of Decision Making. ● Forecasting : Concept and Techniques of Forecasting
3	3	Organizing
		<ul style="list-style-type: none"> • Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations, Organizational Structures: Traditional and Contemporary ● Departmentation: Meaning, Basis and Significance ● Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization ● Delegation: Authority & Responsibility relationship

4	4	Directing, Leadership, Co-ordination and Controlling
		<ul style="list-style-type: none"> ● Directing: Meaning and Process ● Leadership: Meaning, Styles and Qualities of Good Leader ● Co-ordination as an Essence of Management ● Controlling: Meaning, Process and Techniques ● Recent Trends: Green Management & CSR ● New Perspectives in Management - Strategic alliances - Core competence ● Managing Innovation & Change

Reference Books

Principles of Management
<ul style="list-style-type: none"> ● <i>Principles of Management</i> , Ramasamy , Himalya Publication ,Mumbai ● <i>Principles of Management</i> , Tripathi Reddy , Tata Mc GrewHill ● <i>Management Text & Cases</i> , VSP Rao , Excel Books,Delhi ● <i>Management Concepts and OB</i> , P S Rao & N V Shah ,AjabPustakalaya ● <i>Essentials of Management</i> , Koontz II & W , Mc. Grew Hill , NewYork ● <i>Principles of Management-Text and Cases</i> –Dr..M.SakthivelMurugan, New AgePublications



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for F.Y. B.Com (MS) Semester I
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS1BEN

Course Title: Business Environment

Course Type: Major-2

No. of Credits: 4

Course Outcomes (COs)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
Subject: Management Studies	Course: Business Environment Course Code: UCM1BEN	Course Coordinator: Ms.Shweta Dubey
	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO1	Define business and familiarize with the nature of Business Environment and its components.	Level I-Remember
CO2	Interpret the relationships between Government & business and understand the political, economic and legal policies of the country.	Level V-Evaluate
CO3	Analyse social, cultural, technological and strategically aspects of business environment.	Level IV-Analyse
CO4	To develop conceptual framework of International Business Environment and generate interest in International Business.	Level VI-Create

Syllabus for F.Y. BCom (MS) Semester I
Choice Based Credit System
Under New Education Policy (NEP) 2020

Course Code: UMS1BEN
Course Title: Business Environment

Sr. No.	Modules / Units
1	Introduction to Business Environment
	<ul style="list-style-type: none"> • Business: Meaning, Definition, Nature & Scope, Types of Business Organizations • Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment • Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis. • Introduction to Micro-Environment: <ul style="list-style-type: none"> ▪ Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity ▪ External Environment: Firm, customers, suppliers, distributors, Competitors, Society • Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)
2	Political and Legal environment
	<ul style="list-style-type: none"> • Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. • Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy • Impact of business on Private sector, Public sector and Joint sector • Sun-rise sectors of India Economy. Challenges of Indian economy.
3	Social and Cultural Environment, Technological environment and Competitive Environment
	<ul style="list-style-type: none"> • Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business. • Technological environment: Features, impact of technology on Business • Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

4	International Environment
	<ul style="list-style-type: none"> • International Environment– <ul style="list-style-type: none"> ▪ GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/sWTO, 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. • Emerging trends in Business: Franchising, Network Marketing, Business Processing Outsourcing, E-Commerce, M-Commerce.

Reference Books

Business Environment
<ul style="list-style-type: none"> • <i>Morrison J, The International Business Environment, Palgrave</i> • <i>Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi</i> • <i>K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi</i> • <i>MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi</i> • <i>Business Environment Raj Aggarwal Excel Books, Delhi</i> • <i>Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi</i> • <i>Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.</i> • <i>Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.</i>



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Syllabus for F.Y. B.Com (MS) Semester I
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS1IT1

Course Title: Information Technology in Business Management -I

Course Type: Skill Enhancement Course

No. of Credits: 2

Course Outcomes (Cos)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
Subject: Management Studies	Course: Information Technology in Business Management -I Course Code: UMS1IT1	Course Coordinator: Ms.Kranti G. Joshi
	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO1	Demonstrate understanding of the concepts, structure and design of different types of information systems in organizations and their relationships to each other also Learners will be able to apprehend the concept and application of E-mail, Internet and Domain Name System.	Level II-Understand
CO2	Make a use of various office productivity tools such as Word processing, spreadsheet and PowerPoint presentation.	Level III-Apply

Syllabus for F.Y. B.Com (MS) Semester I
Choice Based Credit System
Under New Education Policy (NEP) 2020

Course Code: UMS1IT1

Course Title: Information Technology in Business Management -I

Sr. No.	Units	Module s / Units
1	1	Introduction to IT Support in Management
		<ul style="list-style-type: none"> • Information Technology concepts <ul style="list-style-type: none"> ○ Concept of Data, Information and Knowledge ○ Concept of Database • Introduction to Information Systems and its major components. <ul style="list-style-type: none"> ○ Types and Levels of Information systems. • Main types of IT Support systems <ul style="list-style-type: none"> ○ Computer based Information Systems (CBIS) ○ Types of CBIS - brief descriptions and their interrelationships/hierarchies ○ Office Automation System(OAS) ○ Transaction Processing System(TPS) ○ Management Information System(MIS) ○ Decision Support Systems (DSS) ○ Executive Information System(EIS) ○ Knowledge based system, Expert system • Introduction to Email <ul style="list-style-type: none"> ○ Writing professional emails ○ Creating digitally signed documents. • Internet <ul style="list-style-type: none"> ○ 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
2	2	Office Automation using MS Office
		<ul style="list-style-type: none"> • Learn Word: <ul style="list-style-type: none"> ▪ Creating/Saving of Document ▪ Editing and Formatting Features ▪ Designing a title page, Preparing Index, ▪ Use of SmartArt ▪ Cross Reference, Bookmark and Hyperlink. ▪ Mail Merge Feature.

		<ul style="list-style-type: none"> • Spreadsheet application (e.g. MS-Excel/openoffice.org) <ul style="list-style-type: none"> ▪ Creating/Saving and editing spreadsheets ▪ Drawing charts. ▪ Using Basic Functions • Presentation Software <ul style="list-style-type: none"> ▪ 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. • Introduction to Canva
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Reference Books

Information Technology in Business Management – I

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

Bachelor of Commerce (Management Studies)

Programme as per NEP 2020

Under Choice Based Credit, Grading and Semester System Course Structure
(To be implemented from Academic Year: 2024-2025)

Semester II

Courses	Semester II		Credits
I	Discipline Specific Course		
1	Major	Principles of Marketing	04
2	Major	Foundation Of Human Skills	04
3	Major	Introduction to Business Mathematics & Statistics - II	04
II	OE		
IIA	OE	Business Administration	02
III	VSEC		
IIIA	SEC	Information Technology in Business Management - II	02
IV	AEC/IKS/VEC		
IVA	AEC	CS – English - II	02
IVB	VEC	VEC -2 UI, EVS, DT	02
IV	CC/OJT/FP/CEP/RP		
IVA	FC in NSS/ NCC/ PE / Culture - II		02
TOTAL CREDITS			22



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS2PMK

Course Title: Principles of Marketing

Course Type: Major-1

No. of Credits: 4

Course Outcomes (COs)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
Subject: Management Studies	Course: Principles of Marketing Course Code: UCM2PMK	Course Coordinator: Ms. Shweta Dubey
	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO1	Learners will be able to explain the concept of marketing and define the basic parts of Marketing.	Level II-Understand
CO2	Learners will be able to categorize the marketing environment consisting of micro and macro factors of marketing and identify the aspects of consumer behaviour.	Level III-Apply
CO3	Learners will be able to assess the importance of marketing mix in detail.	Level V-Evaluate
CO4	Learners will be able to formulate the aspects of Service Marketing, Types of Businesses, plan the Segmentation, Targeting and Positioning for a product/service and choose the recent trends in the marketing field.	Level VI-Create

Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
Under New Education Policy (NEP) 2020

Course Code: UMS2PMK
Course Title: Principles of Marketing

Sr. No.	Modules / Units
1	Introduction to Marketing
	<ul style="list-style-type: none"> ● Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function ● Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. ● Ethics in Marketing: Introduction to ethics, types of ethical issues in marketing. ● Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.
2	Marketing Environment, Research and Consumer Behaviour
	<ul style="list-style-type: none"> ● The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders. ● Macro environment: Political Factors; Economic Factors; Socio Cultural Factors, Technological Factors (PEST Analysis) ● Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research ● MIS: Meaning, features and Importance ● Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour
3	Marketing Mix

	<ul style="list-style-type: none"> ● Marketing mix: Meaning –elements of Marketing Mix. ● Product: product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. ● Service Marketing: Concept. Meaning, Definition of Service Marketing, 7Ps of Service Marketing, Implementation of 7Ps of Service Marketing. ● Branding: Packing and packaging – role and importance ● Pricing: objectives- factors influencing pricing policy and Pricing strategy. ● Physical distribution: meaning – factor affecting channel selection-types of marketing channels ● Promotion: meaning and significance of promotion. Promotion tools(brief)
4	Segmentation, Targeting and Positioning and Trends In Marketing
	<ul style="list-style-type: none"> ● Types of Business – Meaning and Concept of B2B, B2C, C2B and C2C. ● Segmentation – meaning , importance ,basis ● Targeting – meaning , types ● Positioning – meaning –strategies ● New trends in marketing – E-marketing , Internet marketing and marketing using Social network ● Social marketing/ Relationship marketing ● Rural marketing, ● Green marketing ● Cause related marketing, ● Experiential marketing.

Reference Books

Principles of Marketing
<ul style="list-style-type: none"> ● <i>Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.</i> ● <i>Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.</i> ● <i>Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.</i> ● <i>McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.</i> ● <i>Pillai R S, Bagavathi, Modern Marketing</i>



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Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS2FHS

Course Title: Foundation of Human Skills

Course Type: Major-2

No. of Credits: 4

Course Outcomes (Cos)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
	Course: Foundation of Human Skills Course Code: UMS2FHS	Course Coordinator: Dr. Bhagyashree Bhoir
Subject: Management Studies	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO-1	Describe the importance of self-awareness, personal development	Level I-Remember
CO-2	Explain the deep understanding of Group Behavior Organizational processes	Level II- Understand
CO-3	Develop and nurture a deep understanding of motivation and leadership strengths and weaknesses.	Level IV- Evaluate
CO-4	Explain the importance of organizational development, Creating Change, way of coping with stress.	Level V-Create

Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
Under New Education Policy (NEP) 2020

Course Code: UMS2FHS
Course Title: Foundation of Human Skills

Sr. No.	Units	Module s / Units
1	1	Understanding of Human Nature
		<ul style="list-style-type: none"> • Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment • Personality and attitude: Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation , self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions • Thinking, learning and perceptions: Thinking skills, thinking styles and thinking hat, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Emotional Intelligence: Concept, Importance, Dimensions., Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place.(Errors such as Halo effect, stereotyping, prejudice attribution).
2	2	Introduction to Group Behavior
		<ul style="list-style-type: none"> • Introduction to Group Behavior <ul style="list-style-type: none"> ▪ Group Dynamics: Nature, types, group behavior model (roles, norms, status, process, structures) ▪ Team effectiveness: nature, types of teams, ways of forming an effective team. ▪ Setting goals. • Organizational processes and system. <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.

3	3	Organizational Culture and Motivation at workplace
		<ul style="list-style-type: none"> • Organizational Culture: <ul style="list-style-type: none"> ▪ Characteristics of organizational culture. ▪ Types, functions and barriers of organizational culture ▪ Ways of creating and maintaining effective organization culture • Motivation at workplace: Concept of motivation Theories of motivation in an organizational setup. <ul style="list-style-type: none"> ▪ A. Maslow Need Hierarchy ▪ F.Hertzberg Dual Factor ▪ McGregor theory X and theory Y. <p>Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.</p>
4	4	Organizational Change, Creativity and Development and Work Stress
		<ul style="list-style-type: none"> • Organizational change and creativity: Concepts of organizational change, Factors leading/influencing organizational change, Kurt Lewins model of organizational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. • Organizational Development and work stress: Need for organizational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress

Reference Books

Foundation of Human Skills
<ul style="list-style-type: none"> • <i>Organisational behaviour, S.Robbins, PrenticeHall</i> • <i>Organisational behaviour, John W. Newstrom and Keith Davis, Tata McGraw hill</i> • <i>Organisational behaviour, Fred Luthans, McGrawhill, Newyork</i> • <i>Organisational behaviour, K.Aswathappa, Himalaya Publishing House</i> • <i>Essentials of management, Koontz, Harold, Tata McGraw hill</i>



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS2BA

Course Title: Business Administration

Course Type: OE

No. of Credits: 2

Course Outcomes (COs)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
	Course: Business Administration Course Code: UMS2BA	Course Coordinator: Devashree Gadgil
Subject: Management Studies	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO-1	Develop competencies and attitude among the students in playing the various roles in the business world	Level III-Apply
CO-2	Demonstrate an ability to integrate the concepts of the core areas of business.	Level II-Understand

Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
Under New Education Policy (NEP) 2020

Course Code: UMS2BA
Course Title: Business Administration

Sr. No.	Modules / Units
1	Introduction to Business Administration, Marketing
	<ul style="list-style-type: none"> • Business Administration: Meaning, Definition, Nature & Scope, Types of Business Organizations. • Marketing – Introduction to Marketing, Features, Advantages & Scope of Marketing, 4P’s and 7P’s of Marketing, Marketing vs selling, Latest Trends in Marketing.
2	Overview of Financial System & Human Resource Management
	<ul style="list-style-type: none"> • Introduction of financial system – Evolution of Financial System, Functions of financial system. • Introduction to Human Resource Management - Definition, Importance to HRM, Functions of HRM, Latest trends in HRM, Changing environment of HRM- globalization, cultural environment.

Reference Books

Business Administration-II
<ul style="list-style-type: none"> • Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: <i>Principles of Marketing: A South Asian Perspective</i>, Pearson, [Chapter 2,3,9] Kotler, P. & Keller, K. L.: <i>Marketing Management</i>, Pearson. – [Chapter 1,23]. • Dessler Gary, Warkkey Biju- <i>Human Resource Management</i>, Pearson. • Decenzo and Robbins- <i>Fundamentals of Human Resource Management</i>, John Wiley and sons. • Chhabra T.N-<i>Human Resource Management Concept & Issues</i>, Dhanpat Rai and • company. • http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/240 (Select Meaning, Importance and Role of HRM in Business and important functions) • http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/221 (Select Introduction to Marketing from drop down menu) • Kotler, Philip, <i>Marketing Management</i>, Prentice Hall, New Delhi. • <i>Organisational Behaviour</i>, S. Robbins, Prentice Hall



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for F.Y. B.Com (MS) Semester II
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS2IT2

Course Title: Information Technology in Business Management -II

Course Type: Skill Enhancement Course

No. of Credits: 2

Course Outcomes (Cos)

Name of the Programme: Commerce	Programme Coordinator: Dr. S. B. Yadav	Head of the Department: Mr. Kushalkumar Kurani
	Course: Information Technology in Business Management -II Course Code: UMS2IT2	Course Coordinator: Kranti Joshi
Subject: Management Studies	After completing the course, Student will be able to:	Bloom Taxonomy Level (BTL)
CO-1	Examine and identify all components in an ERP system and the relationship among the components.	Level III-Apply
CO-2	Explain the significance of key concepts and terminology related to data warehousing and data mining.	Level II-Understand

Syllabus for F.Y. B.Com (MS) Semester II

Choice Based Credit System

Under New Education Policy (NEP) 2020

Course Code: UMS2IT2

Course Title: Information Technology in Business Management -II

Sr. No.	Units	Module s / Units
1	1	ERP/E-SCM/E-CRM
		<ul style="list-style-type: none">• Concepts of ERP• Architecture of ERP<ul style="list-style-type: none">○ Generic modules of ERP• Applications of ERP• ERP Implementation concepts<ul style="list-style-type: none">○ ERP lifecycle• Concept of XRP (extended ERP)• Features of commercial ERP software<ul style="list-style-type: none">○ Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft• Concept of e-CRM<ul style="list-style-type: none">○ E-CRM Solutions and its advantages, How technology helps?• CRM Capabilities and Customer Life Cycle<ul style="list-style-type: none">○ Privacy Issues and CRM• Data Mining and CRM<ul style="list-style-type: none">○ CRM and workflow Automation• Concept of E-SCM<ul style="list-style-type: none">○ Strategic advantages, benefits○ E-SCM Components and Chain Architecture• Major Trends in e-SCM• Case studies ERP/SCM/CRM
2	2	Introduction to Data base and Data warehouse
		<ul style="list-style-type: none">• Introduction to DBMS<ul style="list-style-type: none">○ Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.• Data Warehousing and Data Mining<ul style="list-style-type: none">○ 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

		<ul style="list-style-type: none"> • Data Mining <ul style="list-style-type: none"> ○ The scope and the techniques used • Business Applications of Data warehousing and Data mining
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Reference Books

Information Technology in Business Management – II

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

Scheme of Examination (Amended)

Faculty of Commerce (Under-graduate Programmes)

Choice Based Credit System (CBCS)

❖ Revised Scheme of Examination

1. For Major Courses (100 Marks)

The performance of the learners shall be evaluated into two components, as the first component by 'Continuous Internal Assessment (CIA)' with 40% marks and as the second component by conducting the 'Semester End Examinations (SEE)' with 60% marks. The allocation of marks for the Continuous Internal Assessment (CIA) and Semester End Examinations are as shown below:

A) Continuous Internal Assessment (CIA): 40 % 40 Marks

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	Group/ Individual Survey Project/Presentation and write up on the selected units of the courses /Case studies / Test based on tutorials /Book Review /Poetry Appreciation/ Open Book Test	15 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern (Periodical Class Test)

Maximum Marks: 20

Duration: 40 Minutes

Questions to be set: 02

All Questions are Compulsory

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

B) Semester End Examination (SEE): 60 %

60 Marks

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

Changu Kana Thakur Arts, Commerce and Science College, New Panvel (Autonomous)

Question Paper Pattern

Theory question paper pattern

1. There shall be four/five questions each of 15/12 marks (30/24 marks with internal options).
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

2. For Minor Courses/Value Education Courses (VEC)/ Ability Enhancement Courses (AEC)/Indian Knowledge System (IKS) (50 Marks)

The performance of the learners shall be evaluated into two components, as the first component by ‘Continuous Internal Assessment (CIA)’ with 40% marks and as the second component by conducting the ‘Semester End Examinations (SEE)’ with 60% marks. The allocation of marks for the Continuous Internal Assessment (CIA) and Semester End Examinations (SEE) are as shown below:

A) Continuous Internal Assessment (CIA): 40 % 20 Marks

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks

Question Paper Pattern

(Periodical Class Test)

Maximum Marks: 20

Duration: 40 Minutes

Questions to be set: 02

All Questions are Compulsory

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

B) Semester End Examination (SEE): 60 %**30 Marks**

- Duration: The examination shall be of 1 hour's duration.

Question Paper Pattern**Theory question paper pattern**

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

3. Co-Curricular Courses (CC) (50 Marks)

The performance of the learners shall be evaluated into two components. The allocation of marks are as shown below:

A) Continuous Internal Assessment (CIA): 40 %**20 Marks**

Sr. No.	Particular	Marks
01	One project / case study based on curriculum to be assessed by the teacher concerned	20 Marks
	Written Document	15 Marks
	Viva/presentation	05 Marks

B) Semester End Examination (SEE): 60 %**30 Marks**

- Duration: The examination shall be of 1 hours duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

4. For Vocational Skill Courses (VSC) and Skill Enhancement Courses (SEC) (50 Marks)

The performance of the learners shall be evaluated into two components. The allocation of marks are as shown below:

A) Practical Examinations (PE)/Field Work (FW)/Test Based on Tutorials: 40 % 20 Marks

Journal/Lab book/workbook, Viva Voce	05 Marks
Practical/Laboratory Work/field work/Test based on tutorials	15 Marks

B) Semester End Examination (SEE): 60 %

30 Marks

- Duration: The examination shall be of 1 hour's duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

5. For Open Elective Courses (OE) (50 Marks)

The performance of the learners shall be evaluated into two components. The allocation of marks are as shown below:

A) Continuous Internal Assessment (CIA): 40 %

20 Marks

Sr. No.	Particular	Marks
01	One project / case study / Test based on Practical skills/test based on tutorials (Workbook)/ Open book test based on curriculum to be assessed by the teacher concerned	20 Marks

B) Semester End Examination (SEE): 60 %**30 Marks**

- Duration: The examination shall be of 1 hour's duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

Passing Standard

- For Major courses: The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Continuous Internal Assessment (CIA) and 40% marks in Semester End Examination (SEE) (i.e. 24 out of 60) separately, to pass the course and minimum of Grade D, wherever applicable, to pass a particular semester. A learner will be said to have passed the course if the learner passes the Continuous Internal Assessment (CIA) and Semester End Examination (SEE).
- For AEC, VEC, VSC, SEC, IKS, Minor, OE and CC courses: Learners should remain present for Continuous Internal Assessment (CIA) and Semester End Examination (SEE)/ Practical Examination (PE). A learner will be said to have passed the course if the learner obtains minimum of 40% marks in the Continuous Internal Assessment (CIA) and Semester End Examination (SEE)/ Practical Examination together and obtain minimum 10 marks out of 30 marks in Semester End Examination (SEE)/ Practical Examination (PE).
- **Rules of A.T.K.T.**
 - I. A learner shall be allowed to keep term for Semester II irrespective of the number of courses of failure in the Semester I.
 - II. A learner shall be allowed to take Admission to Semester III if he/she passes both Semester I and Semester II

OR

- A learner shall be allowed to keep term for Semester III, if he/she fails in not more than Two Major courses and not more than Eight other courses of Semester I and Semester II taken together with not more than four other courses each in Semester I and Semester II.
- III. A learner shall be allowed to keep term for Semester IV irrespective of the number of courses of failure in the Semester III.

IV. A learner shall be allowed to take Admission to Semester V and Keep Terms if he/she Passes in all Semester I and Semester II and failed in not more than two Major courses and not more than eight other courses of Semester III and Semester IV taken together with not more than four other courses each in Semester III and Semester IV

OR

Passes in all Semester III and Semester IV and failed in not more than two Major courses and not more than eight other courses of Semester I and Semester II taken together with not more than four other courses each in Semester I and Semester II.

- V. A learner shall be allowed to keep term for Semester VI irrespective of the number of courses of failure in the Semester V.
- VI. The result of Semester VI shall be withheld by the College till the learner passes all the Semesters from I – V.
- VII. A Learner is allowed to take admission in semester VII (UG Hon. /PG Part I) only if he passed all courses of semesters I to VI (132 Credits).

➤ **Eligibility Condition to appear for Additional Examination of any Semester
(Applicable only for Regular Semester End Examinations)**

A learner who remains absent in some or all the subjects on medical grounds or for representing the College or University in NSS, NCC, Sports, Cultural Activities or co-curricular/extracurricular/extension activities with prior permission of the Principal or Head of the institute reported to the examination section, by producing necessary documents and testimonials, will be allowed to appear for the Additional Semester End Examination (ASEE). This is not applicable for any A.T.K.T. / Supplementary Examinations.

➤ **Supplementary Examination (SE)**

The college will conduct supplementary examinations for semester II, IV, and VI after the declaration of their respective results.

Note:

- 1) It is noted that the concerned regulation of the College is amended and implemented to Semester I to Semester II of undergraduate programmes, under faculty of Arts, Commerce and Science with effect from the academic year 2023 - 2024.
- 2) All these rules maybe amended as and when required with authorisation of Academic bodies.



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR

Arts, Commerce and Science College, New Panvel (Autonomous)

Re-accredited A+ Grade by NAAC (Third Cycle-CGPA-3.61)
'College with Potential for Excellence' Status Awarded by UGC
'Best College Award' by University of Mumbai

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

Program: Bachelor of Management Studies
As per NEP 2020

New Syllabus of S.Y.B.M.S. Management Studies
Choice Based Credit & Grading System (60:40)
w. e. f. Academic Year 2024-25



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

As per National Education Policy - 2020

Sr. No.	Heading	Particulars
1	Title of program	Management Studies
2	Eligibility	As per mentioned in scheme of evolution
3	Duration of program	3 Years
4	Intake Capacity	180 Seats
5	Scheme of Examination	External (60 Marks) Internal (40 Marks) External (30 Marks) Internal (20 Marks)
6	Standards of Passing	40%
7	Semesters	Two
8	Program Academic Level	U.G.
9	Pattern	Semester (60:40)
10	Status	As per NEP
11	To be implemented from Academic Year	Academic Year 2024-25

Mr.K.N.Kurani
Head, Department of Management studies
Changu Kana Thakur
A.C.S. College, New Panvel
(Autonomous)

Prof. (Dr.) S.K. Patil
Principal
Changu Kana Thakur
A.C.S. College, New Panvel
(Autonomous)

**Changu Kana Thakur Arts, Commerce and Science College, New Panvel
(Autonomous)**



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Preamble

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

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

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

Abbreviations Used

- POs : Program Outcomes
- PS : Program Structure
- PSOs : Program Specific Outcomes
- COs : Course Outcomes
- TLP : Teaching-Learning Process
- AM : Assessment Method
- DSC : Discipline Specific Core
- DSE : Discipline Specific Elective
- GE : Generic Elective
- OE : Open Elective
- VSC : Vocational Skill Course
- SEC : Skill Enhancement Course
- IKS : Indian Knowledge System
- AEC : Ability Enhancement Course
- VEC : Value Education Course
- OJT : On Job Training (Internship)
- FP : Field project
- CEP : Community engagement and service
- CC : Co-curricular Courses
- RM : Research Methodology
- RP : Research Project
- MJ : Major Course
- MN : Minor Course



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Program Outcomes (POs)

PO No.	POs Statement	Knowledge and Skill
	After completing the Bachelor of Science Program, students will be able to-	
PO-1	Capable to demonstrate comprehensive knowledge of Accountancy, Commerce and Management.	Disciplinary knowledge
PO-2	Develop ability to express thoughts and ideas effectively in writing and oral related to business communication.	Communication Skills
PO-3	Ability to recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them.	Critical thinking
PO-4	Ability to think rationally, analyze situations and solve problems adequately.	Problem solving
PO-5	Able to create a sense of inquiry and capability for asking relevant and appropriate questions related to Accountancy, Commerce and Management.	Research-related skills
PO-6	To work effectively and respectfully in different groups in the society and able to facilitate cooperative efforts as a member of a team.	Cooperation/Team work
PO-7	Ability to critically analyze, interpret data and draw conclusions with open mind in the field of Accountancy, Commerce and Management.	Scientific reasoning
PO-8	Ability to use ICT effectively to access, evaluate and analysis of data in the field of accountancy, commerce and management.	Information/digital literacy
PO-9	Create ability to work independently for a project and manage a project through to completion in the field of accountancy, commerce and management.	Self-directed learning
PO-10	Able to demonstrate commerce, management values and beliefs to the multiple cultural and global groups.	Multicultural competence
PO-11	Ability to elicit views of others, mediate disagreements and help reach conclusions in group settings	Social Interaction



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Program Specific Outcomes (PSOs)

PSO No.	PSOs Statement	Knowledge and Skill
	After completing the Bachelor of Science Program, students will be able to-	
PSO-1	Develop the lateral thinking, communication skills, analytical skills, leadership skills and social responsibilities among learners	Problem solving
PSO-2	Inculcate professional ethics and standards for societal and environmental benefit	Critical thinking
PSO-3	Provide adequate knowledge of management practices and to be able to pursue higher studies in the field of Finance, Human Resource Management Marketing and General Management	Disciplinary knowledge

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

SYBMS

(To be implemented from Academic Year- 2024-2025)

(As per new NEP-2020)

No. of Courses	Semester I			Credits	No. of Courses	Semester II			Credits
I	Discipline Specific Course				I	Discipline Specific Course			
1	Major	(Fin)	Basics of Financial Services	04	1	Major	Fin	Accounting for Managerial Decisions	04
		(Mktg)	Advertising				Mktg	Integrated Marketing Communication	
		(HR)	Recruitment & Selection				HR	Motivation and Leadership	
2	Major	(Fin)	Corporate Finance	04	2	Major	(Fin)	Corporate Restructuring	04
		(Mktg)	Consumer Behaviour				(Mktg)	Rural Marketing	
		(HR)	Training & Development in HRM				(HR)	Change Management	
3	Minor		Business Law	04	3	Minor	Business Economics - I		04
II	Open Elective				II	Open Elective			
IIA	OE	Entrepreneurship Management - I		02	IIA	OE	Entrepreneurship Management - II		02
III	VSEC				III	VSEC			
IIIA	VSC (Major/Minor)		Secretarial Practice	02	IIIA	SEC	Advance Excel		02
IV	AEC/IKS/VEC				IV	AEC/IKS/VEC			
IVA	AEC	CS - Hindi /Marathi		02	IVA	AEC	CS - Hindi /Marathi		02

V		CC/OJT/FP/CEP/RP		V		CC/OJT/FP/CEP/RP	
VA	FC	FC in NSS/ NCC/ PE / Culture - III	02	VA	FC	FC in NSS/ NCC/ PE / Culture - IV	02
VB	OJT /FP/CEP/RP	Functional Specialisation Project (Major)	02	VB	OJT /FP/CEP/RP	Social Relevance Project	
		Total Credits	22			Total Credits	22

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

(To be implemented from Academic Year- 2024-2025)
 (As per new NEP-2020)

Semester III

Courses	Semester III			Credits
I	Discipline Specific Course			
1	Major	(Fin)	Basics of Financial Services	04
		(Mktg)	Advertising	
		(HR)	Recruitment & Selection	
2	Major	(Fin)	Corporate Finance	04
		(Mktg)	Consumer Behavior	
		(HR)	Training & Development in HRM	
3	Minor	Business Law		04
II	Open Electives			
IIA		Entrepreneurship Management - I		02
III	VSEC			
IIIA	VSC (Major/ Minor)	Secretarial Practice		02
IV	AEC/IKS/VEC			
IVA	AEC	CS - Hindi /Marathi		02
V	CC/OJT/FP/CEP/RP			
VA	FC	FC in NSS/ NCC/ PE / Culture - III		02
VB	OJT /FP/CEP/RP	Functional Specialization Project (Major)		02
TOTAL CREDITS				22



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3BFS

Course Title: Basics of Financial Services

Course Type: Major-I

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Explain financial markets and its various segments	Level 2 - Understand
CO-2	Classify different financial institutions and their functions	Level 3 - Analyse
CO-3	Explain the fundamentals of banking and knowledge of banking operations.	Level 2 - Understand
CO-4	Evaluate different instruments for investment in the financial market.	Level 5 - Evaluate

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3BFS

Course Title: Basics of Financial Services

Modules at a Glance

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

Objectives

Sr. No.	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.

Sr. No.	Modules / Units
1	Financial System:
	<ul style="list-style-type: none"> • An overview of Financial System, Financial Markets, Structure of Financial Market (Organized and Unorganized Market), • Components of Financial System, Major Financial Intermediaries, Financial Services, Characteristics of financial services, Financial Products, Function of Financial System. • Regulatory Framework of Indian Financial System (Overview of SEBI and RBI-Role and Importance as regulators).
2	Commercial Banks, RBI And Development Banks
	<ul style="list-style-type: none"> • Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms • Reserve Bank of India-Organisation & Management, Role And Functions • Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks. • Small Finance Banks – Features, Eligibility Criteria, Payment Banks, Net banking and Mobile Banking
3	Insurance:
	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 Insurance, Marine Insurance, Health Insurance and General Insurance.
4	Mutual Funds:
	Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Different Mutual Fund Schemes, Mutual Funds in Money Market, Private Sector Mutual Funds, Functioning of Mutual Funds In India.

Reference Books

Basics of Financial Services

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



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3ADV

Course Title: Advertising

Course Type: Major-I

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Learners will be able to Illustrate the evolution of advertising, its different types and the ethics and laws used in advertising.	Level 2 – Understanding
CO-2	Learners will be able to develop Advertising strategy and apply the same in the marketing mix.	Level 3 – Applying
CO-3	Learners will be able to design a creative advertisement campaign by making use of the different elements of advertising.	Level 6 – Creating
CO-4	Learners will be able to examine the growing importance of advertising and career opportunities in advertising.	Level 6 – Creating

Syllabus for S.Y.B.M.S. Semester III

Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3ADV

Course Title: Advertising

Modules at a Glance

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

Objectives

Sr. No.	Objectives
1	To understand and examine the growing importance of advertising
2	To understand the construction of an effective advertisement
3	To understand the role of advertising in contemporary scenario
4	To understand the future and career in advertising

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

	Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research
4	Budget, Evaluation, Current trends and careers in Advertising
	<ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, and Methods of Budgeting. • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing. • Current Trends in Advertising : Digital Advertising: Short form Video Content, Influencer Marketing with a focus on micro influencers, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends. • Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them

Reference Books

Advertising
<ul style="list-style-type: none"> • <i>Belch, Michael, “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010</i> • <i>Mohan, Manendra “Advertising Management Concept and Cases”, TataMcgraw Hill 2008</i> • <i>Kleppner, Russell J; Thomac, Lane W , “Advertising Procedure”, Prentice Hall 1999</i> • <i>Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007</i> • <i>Sharma, Sangeeta and Singh, Raghuvir “Advertising planning and Implementation”, Prentice Hall of India 2006</i> • <i>Clow , Kenneth E and Baack, Donald E “Inetegrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014</i> • <i>Duncan, Tom, “Principles of Advertising and IMC”, TataMcgraw Hill Pub 2006</i>



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3BLW

Course Title: Recruitment & Selection

Course Type: Major-I

No. of Credits: 04

SN	Outcomes	Bloom's Taxonomy
CO-1	Learners will be able to summarize the process of recruitment & selection & various traditional & modern techniques of recruitment.	Level 2 - Understand
CO-2	Learners will be able to create a job profile by defining accountabilities, standards and competencies.	Level 6 - Create
CO-3	Learners will be able to describe the skills and knowledge needed to conduct full and fair recruitment and selection.	Level 1 -Remember
CO-4	Learners will be able to conclude the importance of recruitment & selection, manpower planning, preparation of job description & job analysis & soft skills required for job.	Level 5 - Evaluate



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester III

Choice Based Credit System

Under New Education Policy (NEP) 2020

(To be implemented from the academic year 2024-2025)

Course Code: UMS3R&S

Course Title: Recruitment & Selection

Course Type: Major

No. of Credits: 04

Modules at a Glance

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

Objectives

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

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

Reference Books

Recruitment & Selection

- Dipak KumarBhattacharya-Human ResourceManagement
- ArunMonappa-ManagingHumanResource .
- C.B. Memoria-Personnel Management-
- Armstrong, Michael&Baron Angela.(2005).*Handbookof Strategic HRM*(1st ed.). New Delhi: Jaico PublishingHouse.
- Mello, JeffreyA. (2007).*Strategic Human ResourceManagement*(2nded.).India: Thomson South Western.



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. (Management Studies) Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3COF

Course Title: Corporate Finance

Course Type: Major-II

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Explain different sources of finance	Level 2 - Understand
CO-2	Utilize tools and techniques for proper business decision making	Level 3 - Apply
CO-3	Analyse various investment options based on time value of money.	Level 4 - Analyse
CO-4	Evaluate feasibility of the business	Level 5 - Evaluate

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Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3COF

Course Title: Corporate Finance

Modules at a Glance

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

Objectives

Sr. No.	Objectives
1	The objectives of develop a conceptual frame work of finance function and to acquaint the learners with the tools, techniques and process of financial management in the realm of financial decision making.
2	The course aims at explaining the core concepts of corporate finance and its importance in managing a business.
3	To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business.

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. • Introduction to ownership securities– Initial Public Offering, Ordinary Shares, Preference Shares, Debenture and Bonds, Convertible Debentures, Concept of Private Placement of Securities.
2	Capital Structure and Leverage (Practical Problems)
	<ul style="list-style-type: none"> • Introduction to Capital Structure - Theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.
3	Time Value of Money (Practical Problems)
	<ul style="list-style-type: none"> • Introduction to Time Value of Money – Calculation on problems based on Compounding factor Calculation on problems based on discounting factor • 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
	<ul style="list-style-type: none"> • Mobilisation of Funds - Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's. • Foreign capital and collaborations, Foreign direct Investment (FDI), Emerging trends in FDI • Global Depository Receipts, Policy development, Capital flows and Equity Debt. • Brief introduction & sources of short term finance, Bank Overdraft, Cash Credit.

Reference Books

Corporate Finance

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



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3COB

Course Title: Consumer Behaviour

Course Type: Major-II

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Learners will be able to outline the consumer decision making process and its application in marketing function of firms.	Level 2 – Understand
CO-2	Learners will be able to build the skill of analysing consumer information to create consumer-oriented marketing strategies.	Level 4 – Analyze
CO-3	Learners will be able to analyse the environmental and individual influence on consumers.	Level 4 – Analyze
CO-4	Learners will be able to utilise different Consumer decision-making models in business processes.	Level 3 – Apply

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3COB
Course Title: Consumer Behaviour

Modules 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 Satisfaction & Consumer decision making models	15
Total		60

Objectives

Sr. No.	Objectives
1	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms
2	This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analyzing consumer information and using it to create consumer- oriented marketing strategies.

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

	<p>Consumer delight, Consumer astonishment, Consumer Ecstasy, Engagement, Retention, Growth and Expansion of consumer base and Customer Experience</p> <ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making, Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying
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Reference Books

Consumer Behaviour

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

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4T&D

Course Title: Training & Development in HRM

Course Type: Major-II

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Learners will be able to explain the process, importance of training & development & also can interpret advantages of training & development & will also understand how to undertake training needs analysis.	Level 2 - Understand
CO-2	Learners will be able to evaluate the process of management development.	Level 5 - Evaluate
CO-3	Learners will be able to describe the counselling techniques with reference to the development of employees, society & Organization.	Level 1 - Remember
CO-4	Learners will be able to interpret the process of performance management, appraisals & ethics of appraisal.	Level 6 - Create

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4T&D
Course Title: Training & Development in HRM

Modules at a Glance

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

Objectives

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

Sr. No.	Modules / Units
1	Overview of Training
	<p>Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</p> <ul style="list-style-type: none"> • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, and Organization Analysis), Types–On the Job &Off the Job Method. • Assessment of Training Needs, Methods & Process of Needs Assessment. • Criteria & designing-Implementation– an effective training program. <p>Cross-Cultural Training. Training Issues Resulting from the External Environment- Legal Issues, Cross Cultural Preparation, Managing Work Force</p>
2	Overview of Development
	<p>Overview of development– concept, scope, importance & need and features, Human Performance Improvement</p> <ul style="list-style-type: none"> • Counselling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self development, succession planning.
3	Performance measurement, Talent management & Knowledge management
	<p>Performance measurements– Appraisals, pitfalls & ethics of appraisal. 720⁰ Appraisals,</p> <ul style="list-style-type: none"> • Talent management –Introduction ,Measuring Talent Management, Integration & future of TM, Global TM & knowledge management— <p>OVERVIEW -Introduction: History, Concepts,</p> <ul style="list-style-type: none"> • Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not, Three stages of KM, KM Life Cycle
4	Concept of Management Development
	<p>Concept of Management Development.</p> <ul style="list-style-type: none"> • Process of MDP. • Programs & methods, importance, evaluating a MDP

Reference Books

Training & Development in HRM

- Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Josseybass, San Francisco.
- Craig, Robert L. Training and Development Handbook., 3rd ed. 1987. McGraw Hill, New York
- Employee Training And Development-Raymond Noe
- Every Trainers Handbook-Devendra Agochia
- 360 Degree Feedback, Competency Mapping And Assessment Centre-Radha Sharma
Training And Development-S.K. Bhatia.



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Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3BLW

Course Title: Business Law

Course Type: Minor

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Learners will be able to apply basic legal knowledge to business transactions in their future and identify the fundamental legal principles behind contractual agreements.	Level 3 – Apply
CO-2	Learners will be able to classify the negotiable instrument and legal environment of the business.	Level 4 – Analyze
CO-3	Learners will be able to determine the legal and fiscal structure of different forms of business organizations and their responsibility as an employer.	Level 5 – Evaluate
CO-4	Learners will be able to interpret the various provisions related to Intellectual Property Rights, its applicability, duration and registration procedures and digital personal data protection	Level 2 - Understand

Syllabus for S.Y. B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3BLW
Course Title: Business Law

Modules at a Glance

SN	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) & Digital Personal Data Protection Act (DPDP Act), 2023	15
Total		60

Objectives

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

Sr. No.	Modules / Units
1	Contract Act, 1872 & Sale of Goods Act, 1930
	<ul style="list-style-type: none"> • Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract. • Sale of Goods Act, 1930: Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986
	<ul style="list-style-type: none"> • Negotiable Instrument Act, 1981: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. • Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” ,Consumer disputes and Complaints.
3	Company Law
	<ul style="list-style-type: none"> • Company Law: What is company?–Incorporation of company–MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.
4	Intellectual Property Rights(IPR) & Digital Personal Data Protection Act (DPDP Act), 2023
	<ul style="list-style-type: none"> • Intellectual Property Rights(IPR): IPR definition/ objectives, Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications, Trademarks, definition, types of trademarks, infringement and passing off., Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions, Geographical indications (only short notes) • Digital Personal Data Protection Act (DPDP Act), 2023: Introduction, Definitions, Applicability of the Act, Grounds for Processing Personal Data, Notice, Rights and Duties of Data Principal, Data Protection Board of India,

Penalties and Offences

Reference Books

Business Law

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



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Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3ENM

Course Title: Entrepreneurship Management – 1

Course Type: Open Elective

No. of Credits: 02

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Learners will be able to understand different concepts of Entrepreneurship Management.	Level 1 - Understand
CO-2	Learners will be able to explore the modern practices for managing business and Entrepreneurial growth.	Level 5 - Evaluate
CO-3	Learners will be able to examine the upcoming challenges and opportunities which will help them to develop strategies for successful Entrepreneurship Management.	Level 4 - Analyze

Syllabus for S.Y.B.Com (Management Studies) Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3ENM

Course Title: Entrepreneurship Management – 1

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Entrepreneur, Entrepreneurship and Entrepreneurship Management	15
2	Practices of Modern Entrepreneurship Management	15
Total		30

Objectives

Sr. No.	Objectives
1	To understand and provide insight on various concepts of Entrepreneurship Management.
2	To familiarise learners with the modern practices and principles of Entrepreneurship Management.
3	To build knowledge towards different types of modern business opportunities and challenges under Entrepreneurship Management.

Sr. No.	Modules / Units
1	Introduction to Entrepreneur, Entrepreneurship and Entrepreneurship Management
	<ul style="list-style-type: none"> • Entrepreneur: Meaning and Definition, Importance of an Entrepreneur for the business, Characteristics of an Entrepreneur, Role of an Entrepreneur as a catalyst for growth of society, Intrapreneur, Women Entrepreneurs, Qualities and skills of successful entrepreneurs. • Entrepreneurship: Meaning and Definition, Characteristics of an Entrepreneurship, Types of an Entrepreneurship, Characteristics of effective leadership in entrepreneurship. • Entrepreneurship Management: Concepts and Definitions, Characteristics of an Entrepreneurship Management, Advantages & Challenges of Entrepreneurship.
2	Practices of Modern Entrepreneurship Management
	<ul style="list-style-type: none"> • Principles of Entrepreneurship Management, Needs of Entrepreneurs in the modern era, Needs of modern entrepreneurship management for the growth of business. • Process of Innovation and idea creation for starting up business, Innovative strategies for Modern Entrepreneurship Management, Women Entrepreneurship Management- Challenges and Opportunities. • Ethical considerations and social responsibilities inherent in entrepreneurship management. Use of social media and Use of artificial intelligence for the growth and management of business entity.

Reference Books

Entrepreneurship Management – 1
<ul style="list-style-type: none"> • Clifford M. Baumbach & Joseph R. Mancuso, <i>ENTREPRENEURSHIP AND VENTURE MANAGEMENT</i>, Prentice Hall • Dan Steinhoff & John F. Burgess, <i>SMALL BUSINESS MANAGEMENT – FUNDAMENTALS</i>, McGraw Hill • Donald L. Sexton & Raymond W. Smilor, <i>THE ART AND SCIENCE OF ENTREPRENEURSHIP</i>, Ballinger • Gifford Pinchot, <i>INTRAPRENEURING</i>, Harper & Row



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Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3SEP

Course Title: Secretarial Practice

Course Type: Open Elective

No. of Credits: 02

Course Outcomes (Cos)

CO No.	COs Statement	Bloom taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Learners will be able to develop strong written and verbal communication skills, including email etiquette, business letter writing, report writing, and proper formatting, Office Management Skills.	Level 2- Understand
CO-2	Learners will be able to prepare agendas and minutes for meetings, take notes effectively, and ensure meetings run smoothly and also will gain knowledge of company law, corporate governance, and procedures related to board meetings, shareholder meetings, and filings with regulatory bodies.	Level 6 – Create

Syllabus for S.Y.BMS Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS3SEP

Course Title: Secretarial Practice

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Secretary	15
2	Secretarial Correspondence	15
Total		30

Objectives

SN	Objectives
1	<ul style="list-style-type: none"> • To provide the learners an insight about Company Secretarial Practices. • To make the learners understand the role of Company Secretary towards Company's statutory provisions, rules and regulations. • To make the learners understand the various aspects of Company Management, meetings and reports.

Sr. No.	Modules / Units
1	Introduction to Secretary
	<ul style="list-style-type: none"> • Company Secretary – Qualities, Qualifications, Appointment procedure, Resignation & Removal. • Role of Company Secretary – Rights, Responsibilities, Liabilities of Company Secretary, Career options of Company Secretary. • Secretarial Audit – Procedure and Stages, Need and Importance, Scope.
2	Secretarial Correspondence
	<ul style="list-style-type: none"> • Secretarial Correspondence Correspondence – Shareholders, Debenture Holders, Registrar of Companies, • Stock Exchange & penalties there on Correspondence with SEBI, Company Law Board and penalties thereon, Role of technology in Secretarial Correspondence • Specimens – • Letter to shareholders - Rights Issue, Bonus Issue, • Letter to ROC-Alteration of MOA/ AOA, • Letter to Stock Exchange –Listing of shares, • Letters to Government- Reconversion/Conversion, • Letter to Bank – Overdraft Facility

Reference Books

Secretarial Practice

- *"Secretarial Practice" by R. C. Sharma*
- *"Office Administration and Management" by S. K. Singh*
- *"Secretarial Procedures and Management" by K. R. Gupta*
- *"Business Communication and Secretarial Practice" by R. K. Sharma*



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Syllabus for S.Y.B.M.S. Semester III
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code:

Course Title: Field Project

Course Type: Field Project

No. of Credits: 02

Course Objectives:

- Develop a research question and design a project plan within a chosen field.
- Conduct fieldwork following ethical research practices.
- Analyze and interpret data collected during the fieldwork.
- Communicate research findings effectively through written and oral presentations.

Course Structure (2 Credits):

- **Class Meetings (0.5 credits):** Weekly or bi-weekly meetings will focus on:
 - Introduction to field research methods and project development.
 - Ethical considerations in research.
 - Data collection techniques (surveys, interviews, observations).
 - Data analysis and interpretation.
 - Scientific writing and presentation skills.
 - Guest lectures from field professionals (optional).
- **Fieldwork and Data Collection (1 credit):** Students will dedicate time outside of class meetings to:
 - Selecting a field research topic relevant to the course area.
 - Developing a research proposal with a clear research question and methodology.
 - Obtaining necessary approvals (institutional review boards, field site permissions).
 - Conducting fieldwork (data collection through chosen methods).
 - Maintaining detailed research logs and data records.
- **Analysis and Reporting (0.5 credits):** Students will focus on:

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- Organizing and analyzing collected data.
- Interpreting findings based on research question and relevant theories.
- Preparing a final written report in a scientific format.
- Developing a presentation to showcase research findings.

Assessment (Total 100 points):

- Research Proposal (10 points): Evaluated on clarity, feasibility, and ethical Considerations.
- Fieldwork and Data Collection (15 points): Assessed based on completion of research activities, adherence to timelines, and data quality.

Data Analysis and Interpretation (10 points): Evaluated on the application of appropriate analysis techniques and meaningful interpretation of findings.

Bachelor of Management Studies (BMS)

Programme

Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2024-2025)
(As per new NEP-2020)

Semester IV

Courses	Semester IV			Credits
I	Discipline Specific Course			
1	Major	Fin	Accounting for Managerial Decisions	04
		Mktg	Integrated Marketing Communication	
		HR	Motivation and Leadership	
2	Major	(Fin)	Corporate Restructuring	04
		(Mktg)	Rural Marketing	
		(HR)	Change Management	
3	Minor	Business Economics - I		04
II	Open Electives			
IIA		Entrepreneurship Management - II		02
III	VSEC			
IIIB	SEC	Advance Excel		02
IV	AEC/IKS/VEC			
IVA	AEC	CS - Hindi /Marathi		02
V	CC/OJT/FP/CEP/RP			
VA	FC	FC in NSS/ NCC/ PE / Culture - IV		02
VB	OJT /FP/CEP/RP	Social Relevance Project		02
TOTAL CREDITS				22



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Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4AMD

Course Title: Accounting for Managerial Decisions

Course Type: Major-I

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Evaluate and interpret financial statements by using trend %, common size and comparative.	Level 5 - Evaluate
CO-2	Define financial ratios and it's utility in Decision making for organization	Level 1 - Remember
CO-3	Interpret cash inflows and cash outflows of the business from operating, investing and financial activities	Level 2 - Understand
CO-4	Examine financial statements with the help of tools and techniques for accounting managerial decisions.	Level 4 - Analyse

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Choice Based Credit System

Under New Education Policy (NEP) 2020

(To be implemented from the academic year 2024-2025)

Course Code: UMS4AMD

Course Title: Accounting for Managerial Decisions

Modules at a Glance

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

Objectives

Sr. No.	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

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

Reference Books

Accounting for Managerial Decisions

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece J S. Accounting Principles, Houghton Mifflin, Boston, MA
- Bhattacharya SK and Dearden J. -Accounting for Management. Text and Cases, New Delhi.
- Hingorani N L and Ramamathan A R - Management Accounting, New Delhi
- Ravi M. Kishore, Advanced management Accounting, Taxmann, New Delhi
- Maheshwari S N - Management and Cost Accounting, Sultan Chand, New Delhi
- Gupta, S P - Management Accounting, Sahitya Bhawan, Agra.



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Syllabus for S.Y.BMS Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4IMC

Course Title: Integrated Marketing Communication

Course Type: Major-I

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Learners will be able to explain the basic principles of planning and execution in marketing communications.	Level 2 – Understanding
CO-2	Learners will be able to designing an effective advertising and develop sales promotion program.	Level 3 – Applying
CO-3	Learners will be able to make use of managerial perspective and an informed decision-making ability for Effective and efficient tackling of promotional situations.	Level 5 – Evaluating
CO-4	Learners will be able to interpret various range of tools available for marketing communication, and the various facets of advertising, public relation and promotion management.	Level 5 – Evaluating

Syllabus for S.Y.BMS Semester IV

Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4IMC

Course Title: Integrated Marketing Communication

Modules at a Glance

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

Objectives

Sr. No.	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.

Sr. No.	Modules / Units
1	Introduction to Integrated Marketing Communication
	<ul style="list-style-type: none"> • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing Communication process, Traditional and alternative Response Hierarchy Models, One voice communication v/s IMC. • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.
2	Elements of IMC – I
	<ul style="list-style-type: none"> • Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. • Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.
3	Elements of IMC – II
	<ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing • Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling
4	Developing & Evaluation the IMC Program
	<ul style="list-style-type: none"> • Creating Strategy – Media Planning & Strategy- Developing the media plan, Creative Strategies in advertising, sales promotion, publicity, event sponsorship. • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing –

	<p>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</p> <ul style="list-style-type: none"> • 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
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Reference Books

Integrated Marketing Communication

- *Belch, Michael, Belch, George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010*
- *Clow ,Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014*
- *Duncan, Tom, "Principles of Advertising and IMC", TataMcgraw Hill Pub 2006*
- *Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", TataMcgraw Hill 2014*
- *Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007*
- *Dutta, Kirti, "Integrated Marketing Communication" Oxford University Press ,2016*
- *Gopalakrishnan, P S , "Integrated Marketing Communication: Concepts and Cases", ICFAI University Press, 2008*



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Syllabus for S.Y.B.M.S. (Management Studies) Semester IV

Choice Based Credit System

Under New Education Policy (NEP) 2020

(To be implemented from the academic year 2024-2025)

Course Code: UMS3M&L

Course Title: Motivation & Leadership

Course Type: Major-I

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Learners will be able to define the concept of motivation and theories of motivation	Level 1 – Remember
CO-2	Learners will be able to illustrate the Indian scene & work life balance	Level 3 – Apply
CO-3	Learners will be able to explain Leadership & theories of leadership & types of leader	Level 4 – Analysis
CO-4	Learners will be able to estimate great leader & their style , activities also roles of great leader	Level 5 – Evaluate

Syllabus for S.Y.B.Com (Management Studies) Semester III**Choice Based Credit System****Under New Education Policy (NEP) 2020****(To be implemented from the academic year 2024-2025)****Course Code: UMS3M&L****Course Title: Motivation & Leadership****Modules at a Glance**

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

Objectives

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

Sr. No.	Modules / Units
1	Motivation-I
	<ul style="list-style-type: none"> • Concept of motivation, Importance, Tools of Motivation. • Theory Z, Equity theory. • Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.
2	Motivation-II
	<p>The Indian scene – basic differences.</p> <ul style="list-style-type: none"> • Work –Life balance – concept, differences, generation and tips on work life balance. <p>Strategies for Improving Motivation (i) Set Goals (ii) Develop a Timeline (iii) Assess your progress regularly (iv) Develop a support system (v) Create rewards should be added</p>
3	Leadership-I
	<p>Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership.</p> <ul style="list-style-type: none"> • Theories –Trait Theory, Behavioural Theory, Path Goal Theory. • Transactional v/s Transformational leaders. • Strategic leaders– meaning, qualities. • Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine). • Ethical Leadership
4	Leadership-II
	<ul style="list-style-type: none"> • Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhiru bhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump) Sudha Murthy. • Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). • Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader. • Contemporary Example of Leader (A.P.J. Abdul Kalam Ratan Tata, Narayan Murthy, MS.Dhoni,) Example of Leader :- Remove Donald Trump Topic, Add Contemporary Example of Leader (A.P.J. Abdul Kalam Ratan Tata, Narayan Murthy, MS.Dhoni

Reference Books

Motivation & Leadership

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



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Syllabus for S.Y.B.M.S.Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4COR

Course Title: Corporate Restructuring

Course Type: Major-II

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Science Program, students will be able to-	
CO-1	Learners will be able to understand formulation and implementation of corporate restructuring.	Level 1- Remember
CO-2	Learners will be able to develop understanding of causes, methods and types of restructuring	Level2- Understand
CO-3	Learners will be able to construct financial statements of internal & external reconstruction of an organisation.	Level 3 - Apply
CO-4	Learners will be able to explain pre & post impact of reconstruction.	Level2- Understand



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Choice Based Credit System

Under New Education Policy (NEP) 2020

(To be implemented from the academic year 2024-2025)

Course Code: UMS4COR

Course Title: Corporate Restructuring

Modules at a Glance

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

Objectives

Sr. No.	Objectives
1	To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
2	The subject covers the complex facets of corporate restructuring process
3	The course aims at explaining the core concepts of business finance and its importance in managing a business

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

Reference Books

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Corporate Restructuring

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



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Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4RUM

Course Title: Rural Marketing

Course Type: Major-II

No. of Credits: 04

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Learners will be able to outline the efforts put by the government in rural development and the problems in rural market and the ways to overcome it.	Level 2 – Understanding
CO-2	Learners will be able to identify the nature of competition in rural markets and the use of marketing mix by manufacturers.	Level 3 - Applying
CO-3	Learners will be able to analyse the various distribution and communication strategies used in rural markets.	Level 4 – Analyzing
CO-4	Learners will be able to develop the rural aspects of marketing and consumer behaviour and the abilities to design effective strategies.	Level 6 - Creating

Syllabus for S.Y.BMS Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4RUM
Course Title: Rural Marketing

Modules at a Glance

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

Objectives

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

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

Reference Books

Rural Marketing

- *Badi&Badi :Rural Marketing*
- *Mamoria, C.B.&BadriVishal :Agricultureproblems inIndia*
- *Arora, R.C. :Integrated Rural Development*
- *Rajgopal :Managing Rural Business*
- *Gopaldaswamy, T.P. :Rural Marketing*



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4CHM

Course Title: Change Management

Course Type: Major-II

No. of Credits: 04

Course Outcomes (COs)

SN	Outcomes	Bloom's Taxonomy
1)	Learners will be able to define Change and its features, importance, levels & types	Level 1 - Remember
2)	Learners will be able to identify the impact of Change & its implementation	Level 3 - Applying
3)	Learners will be able to explain the resistance to change also how to overcome it & the concept of Organizational development	Level 6 - Creating
4)	Learners will be able to discuss the effects of implementation of change	Level 2 – Understanding

Syllabus for S.Y.B.M.S. Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4CHM

Course Title: Change Management

Course Type: Major

No. of Credits: 04

Modules at a Glance

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

Objectives

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

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

Reference Books

Change Management
<ul style="list-style-type: none"> • <i>Organisational Development by French and Bell</i> • <i>An experiential approach to O.D. by Harvey and Brown</i> • <i>Consultants and Consulting Styles by Dharani Sinha P.</i> • <i>Kavita Singh-Organization change</i> • <i>S.K. Bhatia-Organisational Change-</i> • <i>K.Ashwathapa-Management & OB, HRM.</i> • <i>Radha Sharma-Training & Development.</i>



Janardan Bhagat Shikshan Prasarak Sanstha's
CHANGU KANA THAKUR



Arts, Commerce and Science College, New Panvel (Autonomous)

Syllabus for S.Y.B.M.S. Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4ENM

Course Title: Entrepreneurship Management – 2

Course Type: Open Elective

No. of Credits: 02

Course Outcomes (Cos)

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Learners will be able to discover entrepreneurial aptitude, skills and perception for Entrepreneurship Management among themselves.	Level 6 - Create
CO-2	Learners will be able to analyse the benefits of governmental schemes and sources of start-up finance for Entrepreneurial growth which help learners to design their innovative business plan.	Level 4 - Analyze
CO-3	Learners will be able to develop critical thinking ability and creative entry or exit strategies from the market.	Level 6 - Create

Syllabus for S.Y.B.M.S. Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4ENM

Course Title: Entrepreneurship Management – 2

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Entrepreneurial Growth and Developmental Management	15
2	Entrepreneurial Mind-set and Skills Management for business	15
Total		30

Objectives

Sr. No.	Objectives
1	To inculcate entrepreneurial qualities, aptitude, mind-set and skills among learners to become aspiring entrepreneur in future.
2	To familiarise learners with the government related schemes for start-up business in India for the growth, management and development of the business.
3	To develop entrepreneurial perception and knowledge towards processes and stages business development of different modes of start-up finance for the growth of business.

Sr. No.	Modules / Units
1	Entrepreneurial Growth and Developmental Management
	<ul style="list-style-type: none"> • Different types of Entrepreneurial business management: Social Entrepreneurship, Educational Entrepreneurship, Digital Entrepreneurship, Health Entrepreneurship, Green Entrepreneurship, Tourism Entrepreneurship. • Basic principles of financial management for entrepreneurship management, Effective communication skills for entrepreneurs: pitching ideas, negotiating deals, and Leveraging networking opportunities for building relationship and collaboration. • Time management techniques for maximizing productivity and Use of feedback for Continuous Learning and Growth.
2	Entrepreneurial Mind-set and Skills for business Management
	<ul style="list-style-type: none"> • Importance of Entrepreneurial Mind-set in leading businesses, Developing effective problem-solving skills • Different modes of raising funds such as Venture capital, angel investors, crowd funding. • Schemes provided by Government for start-up business opportunities: Pradhan Mantri Mudra Yojna, Startup India Seed Fund Scheme, Scheme to Support IPR awareness Seminars/Workshops in E&IT Sector, NewGen Innovation and Entrepreneurship Development Centre, Atal Incubation Centres, Stree Shakti Package For Women Entrepreneurs, Bhartiya Mahila Business Bank (BMB) Loan, The Women Entrepreneurship Platform (WEP)

Reference Books

Entrepreneurship Management – 2

- Clifford M. Baumbach & Joseph R. Mancuso, *ENTREPRENEURSHIP AND VENTURE MANAGEMENT*, Prentice Hall
- Dan Steinhoff & John F. Burgess, *SMALL BUSINESS MANAGEMENT – FUNDAMENTALS*, McGraw Hill
- Donald L. Sexton & Raymond W. Smilor, *THE ART AND SCIENCE OF ENTREPRENEURSHIP*, Ballinger
- Gifford Pinchot, *INTRAPRENEURING*, Harper & Row
- Ram K. Vepa, *HOW TO SUCCEED IN SMALL SCALE INDUSTRY*, Vikas 6. Richard M. Hodgets, *EFFECTIVE SMALL BUSINESS MANAGEMENT*, Academic Press

CHANGU KANA THAKUR**Arts, Commerce and Science College, New Panvel (Autonomous)****Syllabus for S.Y.BMS Semester IV****Choice Based Credit System****Under New Education Policy (NEP) 2020****(To be implemented from the academic year 2024-2025)****Course Code: UMS4ADE****Course Title: Excel with Advance Excel****Course Type: SEC****No. of Credits: 02****Course Outcomes (Cos)**

CO No.	COs Statement	Bloom's Taxonomy
	After completing the Bachelor of Commerce in Management Studies, students will be able to-	
CO-1	Learners will demonstrate competence in basic Excel functions such as data entry, formatting, and simple calculations.	Level 2 – Understanding
CO-2	Learners will be able to apply a range of advanced formulas and functions including lookup functions, logical functions, and nested formulas to solve complex problems efficiently.	Level 3 - Applying

Syllabus for S.Y.BMS Semester IV
Choice Based Credit System
Under New Education Policy (NEP) 2020
(To be implemented from the academic year 2024-2025)

Course Code: UMS4ADE

Course Title: Excel with Advance Excel

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Excel	15
2	Functions and Formulas of Excel	15
Total		30

Objectives

SN	Objectives
1	Learners will be able to confidently navigate the Microsoft Excel environment and apply a range of functions and formulas to analyse, manipulate, and present data effectively. They will gain proficiency in essential Excel skills including basics, Calculations, Advanced Formulas, Data Analysis, Data Visualization, Integration with Chat GPT etc.

Sr. No.	Modules / Units
1	Introduction to Excel
	<ul style="list-style-type: none"> • Excel Introduction: An overview of the screen, Shortcut Keys, Paste Special • Basic Functions: SUM, AVERAGE, MAX, MIN, COUNT, COUNTA • Date and Time Functions: TODAY,, NOW, DAY, MONTH, YEAR, DATE, DATE IF, EO MONTH, WEEKDAYS • Working with Formula and Function: ARRAY FORMULA, IF Function, NESTED IF, HLOOKUP, VLOOKUP
2	Functions and Formulas of Excel
	<ul style="list-style-type: none"> • Text Functions: UPPER, LOWER, PROPER, LEFT, RIGHT, MID, TRIM, LEN, EXACT, CONCATENATE • Mathematical Functions: SUMIF, SUMIFS, COUNTIF, COUNTIFS, AVERAGEIF, AVERAGEIFS • What-If Analysis: Introduction, Structure, Objectives, What-if Scenarios and Creating a Scenario Report • Pivot Table: Introduction, Structure, Objectives, Examining Pivot Table, Creating a Pivot Table. • Chat GPT with Excel

Reference Books

Excel with Advance Excel

- *Advanced analytics with excel 2019 ,Nigam Manisha ,BPB Publications.*
- *Mastering Advanced Excel ,Ritu Arora , BPB Publications.*
- *Advanced excel formulas:unleashing brilliance with excel formulas,Alan Murray,Apress Publication.*
- *200+ Excel Formulas and Functions,Michael McDonald,BPB Publications.*

Scheme of Examination (Amended)

Faculty of Commerce (Under-graduate Programmes)

Choice Based Credit System (CBCS)

❖ Revised Scheme of Examination

1. For Major Courses (100 Marks)

The performance of the learners shall be evaluated into two components, as the first component by 'Continuous Internal Assessment (CIA)' with 40% marks and as the second component by conducting the 'Semester End Examinations (SEE)' with 60% marks. The allocation of marks for the Continuous Internal Assessment (CIA) and Semester End Examinations are as shown below:

A) Continuous Internal Assessment (CIA): 40 %

40 Marks

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	Group/ Individual Survey Project/Presentation and write up on the selected units of the courses /Case studies / Test based on tutorials /Book Review /Poetry Appreciation/ Open Book Test	15 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern (Periodical Class Test)

Maximum Marks: 20

Duration: 40 Minutes

Questions to be set: 02

All Questions are Compulsory

Question No.	Particular	Marks
Q-1	Match the Column / Fill in the Blanks / Multiple Choice Questions/True or False/ Answer in One or Two Lines (Concept based Questions) (1 Marks / 2 Marks each)	10 Marks

Q-2	Answer in Brief (Attempt any Two of the Three) (5 Marks each)	10 Marks
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B) Semester End Examination (SEE): 60 %**60****Marks**

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

Question Paper Pattern

Theory question paper pattern
1. There shall be four/five questions each of 15/12 marks (30/24 marks with internal options).
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

2. For Minor Courses/Value Education Courses (VEC)/ Ability Enhancement Courses (AEC)/Indian Knowledge System (IKS) (50 Marks)

The performance of the learners shall be evaluated into two components, as the first component by 'Continuous Internal Assessment (CIA)' with 40% marks and as the second component by conducting the 'Semester End Examinations (SEE)' with 60% marks. The allocation of marks for the Continuous Internal Assessment (CIA) and Semester End Examinations (SEE) are as shown below:

A) Continuous Internal Assessment (CIA): 40 %**20 Marks**

Sr. No.	Particular	Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks

Question Paper Pattern
(Periodical Class Test)

Maximum Marks: 20

Duration: 40 Minutes

Questions to be set: 02

All Questions are Compulsory

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

B) Semester End Examination (SEE): 60 %**30****Marks**

- Duration: The examination shall be of 1 hour's duration.

Question Paper Pattern

Theory question paper pattern	
1.	There shall be two/three questions each of 15/10 marks.
2.	All questions shall be compulsory with internal options.
3.	Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

3. Co-Curricular Courses (CC) (50 Marks)

The performance of the learners shall be evaluated into two components. The allocation of marks are as shown below:

A) Continuous Internal Assessment (CIA): 40 %**20****Marks**

Sr. No.	Particular	Marks
01	One project / case study based on curriculum to be assessed by the teacher concerned	20 Marks
	Written Document	15 Marks
	Viva/presentation	05 Marks

B) Semester End Examination (SEE): 60 %**30****Marks**

- Duration: The examination shall be of 1 hours duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

4. For Vocational Skill Courses (VSC) and Skill Enhancement Courses (SEC) (50 Marks)

The performance of the learners shall be evaluated into two components. The allocation of marks are as shown below:

A) Practical Examinations (PE)/Field Work (FW)/Test Based on Tutorials: 40 % 20 Marks

Journal/Lab book/workbook, Viva Voce	05 Marks
Practical/Laboratory Work/field work/Test based on tutorials	15 Marks

B) Semester End Examination (SEE): 60 % 30

Marks

- Duration: The examination shall be of 1 hour's duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

5. For Open Elective Courses (OE) (50 Marks)

The performance of the learners shall be evaluated into two components. The allocation of marks are as shown below:

A) Continuous Internal Assessment (CIA): 40 % 20

Marks

Sr. No.	Particular	Marks
01	One project / case study / Test based on Practical skills/test based on tutorials (Workbook)/ Open book test based on curriculum to be assessed by the teacher concerned	20 Marks

B) Semester End Examination (SEE): 60 %

30 Marks

- Duration: The examination shall be of 1 hour's duration.

Question Paper Pattern

Theory question paper pattern

1. There shall be two/three questions each of 15/10 marks.
2. All questions shall be compulsory with internal options.
3. Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.

Passing Standard

- For Major courses: The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Continuous Internal Assessment (CIA) and 40% marks in Semester End Examination (SEE) (i.e. 24 out of 60) separately, to pass the course and minimum of Grade D, wherever applicable, to pass a particular semester. A learner will be said to

have passed the course if the learner passes the Continuous Internal Assessment (CIA) and Semester End Examination (SEE).

- For AEC, VEC, VSC, SEC, IKS, Minor, OE and CC courses: Learners should remain present for Continuous Internal Assessment (CIA) and Semester End Examination (SEE)/ Practical Examination (PE). A learner will be said to have passed the course if the learner obtains minimum of 40% marks in the Continuous Internal Assessment (CIA) and Semester End Examination (SEE)/ Practical Examination together and obtain minimum 10 marks out of 30 marks in Semester End Examination (SEE)/ Practical Examination (PE).

➤ **Rules of A.T.K.T.**

- I. A learner shall be allowed to keep term for Semester II irrespective of the number of courses of failure in the Semester I.
- II. A learner shall be allowed to take Admission to Semester III if he/she passes both Semester I and Semester II

OR

A learner shall be allowed to keep term for Semester III, if he/she fails in not more than Two Major courses and not more than Eight other courses of Semester I and Semester II taken together with not more than four other courses each in Semester I and Semester II.

- III. A learner shall be allowed to keep term for Semester IV irrespective of the number of courses of failure in the Semester III.
- IV. A learner shall be allowed to take Admission to Semester V and Keep Terms if he/she Passes in all Semester I and Semester II and failed in not more than two Major courses and not more than eight other courses of Semester III and Semester IV taken together with not more than four other courses each in Semester III and Semester IV

OR

Passes in all Semester III and Semester IV and failed in not more than two Major courses and not more than eight other courses of Semester I and Semester II taken together with not more than four other courses each in Semester I and Semester II.

- V. A learner shall be allowed to keep term for Semester VI irrespective of the number of courses of failure in the Semester V.
- VI. The result of Semester VI shall be withheld by the College till the learner passes all the Semesters from I – V.

VII. A Learner is allowed to take admission in semester VII (UG Hon. /PG Part I) only if he passed all courses of semesters I to VI (132 Credits).

➤ **Eligibility Condition to appear for Additional Examination of any Semester**

(Applicable only for Regular Semester End Examinations)

A learner who remains absent in some or all the subjects on medical grounds or for representing the College or University in NSS, NCC, Sports, Cultural Activities or co-curricular/extracurricular/extension activities with prior permission of the Principal or Head of the institute reported to the examination section, by producing necessary documents and testimonials, will be allowed to appear for the Additional Semester End Examination (ASEE). This is not applicable for any A.T.K.T. / Supplementary Examinations.

➤ **Supplementary Examination (SE)**

The college will conduct supplementary examinations for semester II, IV, and VI after the declaration of their respective results.

Note:

- 1) It is noted that the concerned regulation of the College is amended and implemented to Semester I to Semester II of undergraduate programmes, under faculty of Arts, Commerce and Science with effect from the academic year 2023 - 2024.
- 2) All these rules maybe amended as and when required with authorisation of Academic bodies.



Janardan Bhagat Shikshan Prasarak Sanstha's

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

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

Program: Bachelor of Management Studies

**Revised Syllabus of T.Y.BMS Management Studies
Choice Based Credit & Grading System (60:40)
w. e. f. Academic Year 2023-24**

T. Y. BMS, Management Studies Syllabus

Sr. No.	Heading	Particulars
1	Title of Course	Management Studies
2	Eligibility for Admission	First Year with both the semesters should be passed (Maximum ATKT allowed for Semester I and Semester II are two subjects per semester) OR Second Year with both the semesters should be passed (Maximum ATKT allowed for Semester III and Semester IV are two subjects per semester)
3	Passing marks criteria	40%
4	Ordinances/Regulations (if any)	
5	No. of Semesters	Two
6	Level	U.G.
7	Pattern	Semester (60:40)
8	Status	Revised
9	To be implemented from Academic year	2023-2024

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

TYBMS

(To be implemented from Academic Year- 2023-2024)

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

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

T. Y. BMS, Management Studies Syllabus

<i>*List of group of Elective Courses(EC) for Semester V</i>		<i>** List of group of Elective Courses(EC) for Semester VI</i>	
Group A: Finance Electives			
UMS5IAP	Investment Analysis & Portfolio Management	UMS6IFS	Innovative Financial Services
UMS5C&D	Commodity & Derivatives Market	UMS6PRM	Project Management
UMS5WEM	Wealth Management	UMS6SFM	Strategic Financial Management
UMS5FDIT	Direct Taxes	UMS6INT	Indirect Taxes
Group B: Marketing Electives			
UMS5SEM	Services Marketing	UMS6BRM	Brand Management
UMS5EDM	E-Commerce & Digital Marketing	UMS6REM	Retail Management
UMS5SDM	Sales & Distribution Management	UMS6INM	International Marketing
UMS5CRM	Customer Relationship Management	UMS6MPM	Media Planning & Management
Group C: Human Resource Electives			
UMS5FCM	Finance for HR Professionals & Compensation Management	UMS6HGP	HRM in Global Perspective
UMS5SHR	Strategic Human Resource Management & HR Policies	UMS6ORD	Organisational Development
UMS5PMC	Performance Management & Career Planning	UMS6HSM	HRM in Service Sector Management
UMS5INR	Industrial Relations	UMS6IEM	Indian Ethos in Management
Note: Group selected in Semester III will continue in Semester V & Semester VI			

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year : 2023-2024)

Semester V

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

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2023-2024**

Elective Courses (EC)

Group A: Finance Electives

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

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Investment Environment
	<p>a) Introduction to Investment Environment</p> <ul style="list-style-type: none"> • Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives <p>b) Risk - Return Relationship</p> <ul style="list-style-type: none"> • 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.
2	Valuation of Securities
	<p>a) Bond Valuation Meaning of Bond, Characteristics of Bonds, Basic Terminologies, Types of Bonds, Bond Valuation using Yield to Maturity (Practical Problems)</p> <p>b) Stock Valuation Multiple Approaches to Stock Valuation : Price to Earning Ratio, Price to Book Ratio, Price to Sales Ratio, Price to Cash flow Ratio, Dividend Discount Model (DDM) : Zero Growth DDM and Constant Growth DDM</p>
3	Portfolio Management and Security Analysis
	<p>a) Portfolio Management:</p> <ul style="list-style-type: none"> • Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix, Efficient Frontier, Markowitz Portfolio Model <p>b) Security Analysis:</p> <ul style="list-style-type: none"> • Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis, Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement
	<p>a) Theories:</p> <ul style="list-style-type: none"> • Dow Jones Theory, Elliott Wave Theory, Efficient Market Theory <p>b) Capital Asset Pricing Model:</p> <ul style="list-style-type: none"> • Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line <p>c) Portfolio Performance Measurement:</p> <ul style="list-style-type: none"> • Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

Course Outcome

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2023-2024**

Elective Courses (EC)

Group A: Finance Electives

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

Modules at a Glance

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

Objectives

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

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

Course Outcome

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

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Elective Courses (EC)

Group A: Finance Electives

3. Wealth Management

Course Code : UMS5WEM

Modules at a Glance

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

Objectives

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

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

Course Outcome

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

**Programme at Semester V
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Elective Courses (EC)

Group A: Finance Electives

4. Direct Taxes

Course Code : UMS5DIT

Modules at a Glance

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

Objectives

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

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

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

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

Course Outcomes

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

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Elective Courses (EC)

Group B: Marketing Electives

1. Service Marketing

Course Code : UMS5SEM

Modules at a Glance

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

Objectives

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

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

Course Outcome

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

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Elective Courses (EC)

Group B: Marketing Electives

2. E-Commerce and Digital Marketing

Course Code : UMS5EDM

Modules at a Glance

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

Objectives

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

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

	<ul style="list-style-type: none"> • Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. • Types of Transaction Security • E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000
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SN	Modules/ Units
4	Digital Marketing
	<ul style="list-style-type: none"> • Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. • Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. • Digital Marketing on various Social Media platforms. • Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing.

Course Outcome

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

05	Learners gain an understanding on how the internet can help business grow and the different e- commerce platforms to enhance current business or incubate new businesses.
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Elective Courses (EC)

Group B: Marketing Electives

3. Sales and Distribution Management

Course Code : UMS5SDM

Modules at a Glance

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

Objectives

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

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

SN	Modules/ Units
3	Distribution Channel Management
	<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels <ul style="list-style-type: none"> ▪ Channel Design ▪ Channel Policy ▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict ▪ Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution ▪ Motivating Channel Members ▪ Selecting Channel Partners ▪ Evaluating Channels ▪ Channel Control
4	Performance Evaluation, Ethics and Trends
	<p>a) Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> ● Sales Performance – Meaning ● Methods of Supervision and Control of Sales Force ● Sales Report - Content, Basic sale Report and their Analysis ● 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> <p>e) Career Opportunities in Personal Selling</p>

Course Outcome

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

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Elective Courses (EC)

Group B: Marketing Electives

4. Customer Relationship Management

Course Code :UMS5CRM

Modules at a Glance

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

Objectives

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

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

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

Course Outcome

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

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Elective Courses (EC)

Group C: Human Resource Electives

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

Course Code : UMS5FCM

Modules at a Glance

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

Objectives

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

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

Course Outcome

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

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Elective Courses (EC)

Group C: Human Resource Electives

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

Course Code : UMS5SHR

Modules at a Glance

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

Objectives

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

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

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

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

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

Group C: Human Resource Electives

3. Performance Management and Career Planning

Course Code : UMS5PMC

Modules at a Glance

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

Objectives

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

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

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

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

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

Group C: Human Resource Electives

4. Industrial Relations

Course Code : UMS5INR

Modules at a Glance

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

Objectives

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

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

SN	Modules/ Units
4	Industrial Relations Related Laws in India

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester V
with effect from the Academic Year 2023-2024**

Core Course (CC)

Logistics and Supply Chain Management

Course Code : UMS5LSM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	<p data-bbox="279 235 986 268">Overview of Logistics and Supply Chain Management</p> <p data-bbox="279 286 850 320">a) Introduction to Logistics Management</p> <ul data-bbox="339 331 1404 555" style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p data-bbox="279 566 911 600">b) Introduction to Supply Chain Management</p> <ul data-bbox="339 611 1404 745" style="list-style-type: none"> • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p data-bbox="279 757 911 790">c) Customer Service: Key Element of Logistics</p> <ul data-bbox="339 801 1404 880" style="list-style-type: none"> • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers <p data-bbox="279 902 616 936">d) Demand Forecasting</p> <ul data-bbox="339 947 1404 1081" style="list-style-type: none"> • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average), SAP, Oracle Software for Forecasting
2	<p data-bbox="279 1176 616 1209">Elements of Logistics Mix</p> <p data-bbox="279 1227 539 1261">a) Transportation</p> <ul data-bbox="339 1272 1404 1440" 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 data-bbox="279 1451 515 1485">b) Warehousing</p> <ul data-bbox="339 1496 1404 1619" style="list-style-type: none"> • Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p data-bbox="279 1630 592 1664">c) Materials Handling</p> <ul data-bbox="339 1675 1404 1798" 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 data-bbox="279 1821 472 1854">d) Packaging</p> <ul data-bbox="339 1865 1404 1966" style="list-style-type: none"> • Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs • Containerization

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

Course Outcome

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
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with effect from the Academic Year 2023-2024**

Ability Enhancement Courses (AEC)

5. Corporate Communication & Public Relations

Course Code : UMS5CCP

Modules at a Glance

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

Objectives

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

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

	<p>c) Crisis Communication:</p> <ul style="list-style-type: none"> • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building <p>d) Financial Communication:</p> <ul style="list-style-type: none"> • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising
4	Emerging Technology in Corporate Communication and Public Relations
	<p>a) Contribution of Technology to Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) <p>b) Information Technology in Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation <p>c) Corporate Blogging</p> <ul style="list-style-type: none"> • Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog • Digital Language, Managing & Monitoring E-Office <p>d) Public Relation Tools: Media Tools- Press Release, Press Conference. Non-Media tools- Seminars, Exhibitions/Trade Fairs, Sponsorships</p> <p>e) Content Development in Public Relations:</p> <ol style="list-style-type: none"> i. Development of Profile: Company/Individual ii. Drafting a pitch note/proposal iii. Writing for Social Media

Course Outcome

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

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

(To be implemented from Academic Year : 2023-2024)

Semester VI

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2023-2024**

Elective Courses (EC)

Group A: Finance Electives

1. Innovative Financial Services

Course Code : UMS6IFS

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Traditional Financial Services
	<p>a) Financial Services:</p> <ul style="list-style-type: none"> ● Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework <p>b) Factoring and Forfaiting:</p> <ul style="list-style-type: none"> ● Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems. <p>c) Bill Discounting:</p> <ul style="list-style-type: none"> ● Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.
2	Issue Management and Securitization
	<p>a) Issue Management and Intermediaries:</p> <ul style="list-style-type: none"> ● Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue <p>b) Stock Broking:</p> <ul style="list-style-type: none"> ● Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading <p>c) Securitization:</p> <ul style="list-style-type: none"> ● Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization
3	Financial Services and its Mechanism
	<p>a) Lease and Hire-Purchase:</p> <ul style="list-style-type: none"> ● Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. ● Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase. <p>b) Housing Finance:</p> <ul style="list-style-type: none"> ● Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies <p>c) Venture Capital:</p>

	Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario
4	Consumer Finance and Credit Rating
	<p>a) Consumer Finance:</p> <ul style="list-style-type: none"> ● Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance <p>b) Plastic Money:</p> <ul style="list-style-type: none"> ● Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. ● Smart Cards- Features, Types, Security Features and Financial Applications <p>c) Credit Rating:</p> <ul style="list-style-type: none"> ● Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating <p>d) Depositories & Pledge</p>

Course Outcome

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

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

Group A: Finance Electives

2. Project Management

Course Code : UMS6PRM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	<p data-bbox="277 237 1034 271">Introduction to Project Management & Project Initiation</p> <p data-bbox="277 293 826 327">a) Introduction to Project Management:</p> <ul data-bbox="325 338 1407 461" style="list-style-type: none"> ● Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management <p data-bbox="277 483 963 517">b) Organizational Structure (Project Organization):</p> <ul data-bbox="325 528 1407 651" style="list-style-type: none"> ● Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. <p data-bbox="277 674 564 707">c) Project Initiation:</p> <ul data-bbox="325 719 1407 1178" style="list-style-type: none"> ● Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection ● Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager ● Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling
2	<p data-bbox="277 1200 655 1234">Analyzing Project Feasibility</p> <p data-bbox="277 1256 687 1290">a) Project Feasibility Analysis:</p> <ul data-bbox="325 1301 1407 1559" style="list-style-type: none"> ● Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility ● Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility ● SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) ● Business Simulation project management cases for project feasibility study <p data-bbox="277 1581 552 1615">b) Market Analysis:</p> <ul data-bbox="325 1626 1310 1704" style="list-style-type: none"> ● Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis <p data-bbox="277 1727 576 1760">c) Technical Analysis:</p> <ul data-bbox="325 1771 1407 1850" style="list-style-type: none"> ● Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management <p data-bbox="277 1872 616 1906">d) Operational Analysis:</p> <ul data-bbox="325 1917 1407 2029" style="list-style-type: none"> ● Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations
3	<p data-bbox="277 2096 1054 2130">Budgeting, Cost & Risk Estimation in Project Management</p>

	<p>a) Funds Estimation in Project:</p> <ul style="list-style-type: none"> • Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance <p>b) Risk Management in Projects:</p> <ul style="list-style-type: none"> • What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) <p>c) Cost Benefit Analysis in Projects</p> <ul style="list-style-type: none"> • Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions
4	New Dimensions in Project Management
	<p>a) Modern Development in Project Management:</p> <ul style="list-style-type: none"> • Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning <p>b) Project Monitoring & Controlling:</p> <ul style="list-style-type: none"> • Introduction to Project Monitoring & Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing Life Cycle <p>c) Project Termination & Solving Project Management Problems:</p> <ul style="list-style-type: none"> • Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects, Assignments or Projects for Project Plan

Course Outcome

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

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Elective Courses (EC)

Group A: Finance Electives

3. Strategic Financial Management

Course Code : UMS6SFM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Dividend Decision and XBRL
	<p>a) Dividend Decision:</p> <ul style="list-style-type: none"> ● Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy ● Traditional Model : Graham & Dodd Model, Linter Model
2	Capital Budgeting and Capital Rationing
	<p>a) Corporate Valuation :</p> <ul style="list-style-type: none"> ● Concept of valuation, Approaches or Methods of valuation: Assets Based Valuation Model, Earning Based Model, Cash Flow Based Model ● Measuring Cost of Equity: CAPM, Arbitrage Pricing Theory ● Other Approaches: Economic Value Added (EVA), Market Value Added (MVA), Shareholder Value Analysis (SVA)
3	Shareholder Value and Corporate Governance/Corporate Restructuring
	<p>a) Shareholder Value and Corporate Governance:</p> <ul style="list-style-type: none"> ● Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India <p>b) Financial Management in Banking Sector:</p> <ul style="list-style-type: none"> ● An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances <p>c) Working Capital Financing:</p> <ul style="list-style-type: none"> ● Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach
4	Startup Finance
	<ul style="list-style-type: none"> ● Meaning of startup finance, Sources for funding a startup, Pitch presentation ● Modes of financing for startup: Bootstrapping, Angel investors, Venture Capital Fund (Meaning, Characteristics, Advantages, Investment Process)

Course Outcome

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

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Elective Courses (EC)

Group A: Finance Electives

4. Indirect Taxes

Course Code : UMS6INT

Modules at a Glance

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

Objectives

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

Sr. No.	Modules / Units
1	Introduction to Indirect Taxation and GST
	<p>A. Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)</p> <p>B. Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST, SGST, UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.</p> <p>C. Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act)</p> <p>D. Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act) GST Rate Schedule for Goods and Services.</p>
2	Concept of Supply
	<p>A. Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)</p> <p>B. Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.</p> <p>C. Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)</p> <p>D. Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)</p>
3	Registration and Computation of GST
	<p>A. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)</p> <p>B. Computation of GST – Computation of GST under Inter State and Intra State Supplies.</p> <p>C. Payment of Tax- Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)</p>
4	Filing of Returns

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

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

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Elective Courses (EC)

Group B: Marketing Electives

1. Brand Management

Course Code : UMS6BRM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to Brand Management
	<p>a) Introduction to Brand Management:</p> <ul style="list-style-type: none"> ● Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
2	Planning and Implementing Brand Marketing Programs
	<p>a) Planning and Implementing Brand Marketing Programs:</p> <ul style="list-style-type: none"> ● Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements ● Integrating Marketing Programs and Activities ● Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing ● Product Strategy: Perceived Quality and Relationship Marketing ● Pricing Strategy: Setting Prices to Build Brand Equity ● Channel Strategy: Direct, Indirect Channels ● Promotion Strategy: Developing Integrated Marketing Communication Programs; Internet and Social media branding ● Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
3	Measuring and Interpreting Brand Performance
	<p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> ● Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ● Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <p>c) Young and Rubicam's Brand Asset Valuator</p> <p>d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> ● Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis ● Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology

4	Growing and Sustaining Brand Equity
	<p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> ● Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy ● Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels ● Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing <p>b) Brand Extensions:</p> <ul style="list-style-type: none"> ● Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands over Time:</p> <ul style="list-style-type: none"> ● Reinforcing Brands, Revitalising Brands <p>d) Branding and Ethics</p> <p>e) Internationalization of brands</p>

Course Outcome

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

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Elective Courses (EC)

Group B: Marketing Electives

2. Retail Management

Course Code : UMS6REM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Retail Management- An overview
	<p>a) Retail Management:</p> <ul style="list-style-type: none"> ● Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b) Retail Formats:</p> <ul style="list-style-type: none"> ● Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations <p>c) Emerging Trends in Retailing</p> <ul style="list-style-type: none"> ● Impact of Globalization on Retailing ● I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels ● FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario ● Franchising: Meaning, Types, Advantages and Limitations, Franchising in India ● Green Retailing ● Airport Retailing ● E-retail Mix-Sale the 7Cs
2	Retail Consumer and Retail Strategy
	<p>a) Retail Consumer/Shopper:</p> <ul style="list-style-type: none"> ● Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers <p>b) CRM in Retail:</p> <ul style="list-style-type: none"> ● Meaning, Objectives ● Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community <p>c) Retail Strategy:</p> <ul style="list-style-type: none"> ● Meaning, Steps in Developing Retail Strategy, Retail Value Chain, Retail formats <p>d) Store Location Selection:</p> <ul style="list-style-type: none"> ● Meaning, Types of Retail Locations, Factors Influencing Store Location <p>e) HRM in Retail:</p> <ul style="list-style-type: none"> ● Meaning, Significance, Functions ● Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store

SN	Modules/ Units
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3	Merchandise Management and Pricing
	<p>a) Merchandise Management</p> <ul style="list-style-type: none"> ● Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise <p>b) Buying Function:</p> <ul style="list-style-type: none"> ● Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label</p> <ul style="list-style-type: none"> ● Meaning, Need and Importance, Private Labels in India <p>e) Retail Pricing</p> <ul style="list-style-type: none"> ● Meaning, Considerations in Setting Retail Pricing ● Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing ● Variable Pricing and Price Discrimination- Meaning Types: <ul style="list-style-type: none"> ▪ Individualized Variable Pricing/First Degree Price ▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing ▪ Variable Pricing by Market Segment/ Third Degree Price Discrimination
4	Managing and Sustaining Retail
	<p>a) Retail Store Operations:</p> <ul style="list-style-type: none"> ● Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff) <p>b) Store Design and Layout:</p> <ul style="list-style-type: none"> ● Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics ● Store Layout- Meaning, Types: Grid, Racetrack, Free Form ● Signage and Graphics: Meaning, Significance, Concept of Digital Signage ● Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps

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

Course Outcome

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

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Elective Courses (EC)

Group B: Marketing Electives

3. International Marketing

Course Code : UMS6INM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Introduction to International Marketing & Trade <p>a) Introduction of International Marketing:</p> <ul style="list-style-type: none"> Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization <p>b) Introduction to International Trade:</p> <ul style="list-style-type: none"> Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC
2	International Marketing Environment and Marketing Research <p>a) International Marketing Environment:</p> <ul style="list-style-type: none"> Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License. Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) <p>b) Marketing Research:</p> <ul style="list-style-type: none"> Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research
3	International Marketing Mix <p>a) International Product Decision</p> <ul style="list-style-type: none"> International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning
SN	Modules/ Units

	<p>b) International Pricing Decision:</p> <ul style="list-style-type: none"> ● Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing ● International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing ● International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing ● International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing ● Overview of Foreign Currency involved in International Marketing <p>c) International Distribution Decisions</p> <ul style="list-style-type: none"> ● Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel, Mode of Transportation in International Marketing <p>d) International Promotion Decisions</p> <ul style="list-style-type: none"> ● Concept of International Promotion Decision ● Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness ● Standardization V/S Adaptation of International Promotional Strategies ● International Promotional Tools/Elements
4	Developments in International Marketing
	<p>a) Introduction -Developing International Marketing Plan:</p> <ul style="list-style-type: none"> ● Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan <p>b) International strategies:</p> <ul style="list-style-type: none"> ● Need for International Strategies, Types of International Strategies <p>c) International Marketing of Services</p> <ul style="list-style-type: none"> ● Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture ● Framework for International Marketing Planning ● International Marketing of Services

Course Outcome

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

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Elective Courses (EC)

Group B: Marketing Electives

4. Media Planning and Management

Course Code : UMS6MPM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Overview of Media and Media Planning
	<p>a) Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> • Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning <p>b) Media Research:</p> <ul style="list-style-type: none"> • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey
2	Media Mix and Media Strategy
	<p>a) Media Mix:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix <p>b) Media Choices:</p> <ul style="list-style-type: none"> • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations <p>c) Emerging Media: Digital Marketing</p> <ul style="list-style-type: none"> • Online, Mobile, Gaming, In flight, In Store, Interactive Media, user generated content, media regulations for user generated content <p>d) Media Strategy:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.

SN	Modules/ Units
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3	Media Budgeting, Buying & Scheduling
	<p>a) Media Budget</p> <ul style="list-style-type: none"> ● Meaning ● Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase ● Importance of Media Budget. ● Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. <p>b) Media Buying:</p> <ul style="list-style-type: none"> ● Meaning, Role of Media Buyer, Objectives of Media Buying, ● Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy ● Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback ● Criteria in Media Buying <p>c) Media Scheduling</p> <ul style="list-style-type: none"> ● Meaning, Importance ● Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. ● Scheduling Patterns – Continuity, Flighting, Pulsing ● Scheduling Strategies for Creating Impact: Road Block , Day or Day part ● Emphasis, Multiple Spotting, Teasers <p>d) Media planning as outsourcing- third party</p>

SN	Modules/ Units
4	Developments in International Marketing
	<p>a) Media Measurement:</p> <ul style="list-style-type: none"> ● Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach ● Television Metrics: Dairy v/s Peoplemeter,TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership ● Radio Metrics: Arbitron Radio Rating ● Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. ● OOH Metrics: Traffic Audit Bureau (TAB) <p>b) Benchmarking Metrics:</p> <ul style="list-style-type: none"> ● Share, Profile, and Selectivity Index <p>c) Plan Metrics:</p> <ul style="list-style-type: none"> ● Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). <p>d) Evaluating Media Buys</p> <ul style="list-style-type: none"> ● Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships ● Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. ● Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys

Course Outcome

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)
Programme at Semester VI
with effect from the Academic Year 2023-2024**

Elective Courses (EC)

Group C: Human Resource Electives

1. HRM in Global Perspective

Course Code : UMS6HGP

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	International HRM – An Overview
	<p>a) International HRM – An Overview:</p> <ul style="list-style-type: none"> ● International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions ● Difference between International HRM and Domestic HRM ● Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric ● Limitations to IHRM ● Qualities of Global Managers ● Organizational Dynamics and IHRM ● Components of IHRM- Cross Cultural Management and Comparative HRM ● Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers ● Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM ● Managing Diversity in Workforce ● Dealing with Cultural Shock
2	Global HRM Functions
	<p>a) Global HRM Functions:</p> <ul style="list-style-type: none"> ● International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce ● International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation ● HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training ● International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management ● Motivation and Reward System- Meaning, Benchmarking Global Practices ● International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR
SN	Modules/ Units
3	Managing Expatriation and Repatriation

	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> ● Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) ● Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers ● Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates
4	International HRM Trends and Challenges
	<p>a) International HRM Trends and Challenges:</p> <ul style="list-style-type: none"> ● Emerging Trends in IHRM ● Off Shoring – Meaning, Importance, Off Shoring and HRM in India ● International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme ● Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World ● HR in MNCs – Industrial Relations in MNCs ● Role of Technology on IHRM ● IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization ● Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM ● Knowledge Management and IHRM ● International Ethics- concept, Ethical issues international business HRM

Course Outcome

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

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Elective Courses (EC)

Group C: Human Resource Electives

2. Organisational Development

Course Code : UMS6ORD

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Organisational Development – An Overview
	<p>a) Organisational Development – An Overview:</p> <ul style="list-style-type: none"> ● Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance ● Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD ● OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner ● Emerging Trends in OD ● OD in Global Setting ● Individual behaviour in organization. Fundamentals of Human relations and organizational behaviour
2	Organisational Diagnosis, Renewal and Change
	<p>a) Organisational Diagnosis, Renewal and Change:</p> <ul style="list-style-type: none"> ● Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis ● Organizational Renewal, Re-energising, OD and Business Process Re- Engineering (BPR), OD and Leadership Development ● Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change ● Change Agents- Meaning, Features, Types, Role, Skills required
3	OD Interventions
	<p>a) Managing Expatriation and Repatriation</p> <ul style="list-style-type: none"> ● OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions ● Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention ● Techniques of OD Intervention : <ul style="list-style-type: none"> ▪ Traditional: Sensitive Training, Grid Training, Survey Feedback. ▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis ● Evaluation of OD Interventions : Process, Types, Methods, Importance

SN	Modules/ Units
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4	OD Effectiveness
	<p>a) OD Effectiveness:</p> <ul style="list-style-type: none"> ● Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD ● Values in OD – Meaning, Professional Values, Value Conflict and Dilemma ● Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals ● Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness

Course Outcome

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

**Programme at Semester VI
with effect from the Academic Year 2023-2024**

Elective Courses (EC)

Group C: Human Resource Electives

3. HRM in Service Sector Management

Course Code : UMS6HSM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
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1	Service Sector Management- An Overview
	<p>a) Service Sector Management- An Overview:</p> <ul style="list-style-type: none"> ● Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location ● Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector ● Service Organization - Importance of Layout and Design of Service Organization, Servicescape ● Service Culture in Organization – Meaning, Developing Service Culture in Organization ● Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model ● Role of Service Employee ● Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors ● Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter
2	Managing Human Element in Service Sector
	<p>a) Managing Human Element in Service Sector:</p> <ul style="list-style-type: none"> ● Human Element in Service Sector – Introduction, Role and Significance ● The Services Triangle ● Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict ● Emotional Labour – Meaning, Strategies for Managing Emotional Labour ● Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector ● Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing ● Develop People to Deliver Service Quality ● Compensating Employees in Service Sector ● Motivating Employees for Services ● Empowerment of Service Workers – Meaning, Advantages and Limitations ● Frontline workers & backend support services

SN	Modules/ Units
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3	Issues and Challenges of HR in Service Sector
	<p>a) Issues and Challenges of HR in Service Sector:</p> <ul style="list-style-type: none"> ● Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps ● Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers ● HRM in Public Sector Organizations and Non – Profit Sector in India ● Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> ▪ Business and Professional Services: Banking and Insurance, Legal, Accountancy ▪ Infrastructure: Roads, Railways, Power ▪ Public Services: Police, Defense, Disaster Management ▪ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ▪ Personnel Services: Education, Health Care, Hotels ● Social and Charitable Services
4	HRP Evaluation, Attrition, Retention & Globalization
	<p>a) HRP Evaluation, Attrition, Retention & Globalization:</p> <ul style="list-style-type: none"> ● Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector ● Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model ● Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success ● Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers ● Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness ● Employee empowerment & Customer Satisfaction: Managing internal & external customer interaction, Employee empowerment, employee involvement, Training & empowerment for customer satisfaction, Service failure & Customer recovery

Course Outcome

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

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

Group C: Human Resource Electives

4. Indian Ethos in Management

Course Code : UMS6IEM

Modules at a Glance

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

Objectives

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

SN	Modules/ Units
1	Indian Ethos – An Overview
	<p>a) Indian Ethos</p> <ul style="list-style-type: none"> • Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices <p>b) Management Lessons from Scriptures:</p> <ul style="list-style-type: none"> • Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra <p>Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management</p>
2	Work Ethos and Values
	<p>a) Work Ethos:</p> <ul style="list-style-type: none"> • Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos <p>b) Values:</p> <ul style="list-style-type: none"> • Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. • Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture
3	Stress Management
	<p>a) Stress Management:</p> <ul style="list-style-type: none"> • Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress <p>b) Stress Management Techniques:</p> <ul style="list-style-type: none"> • Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance

SN	Modules/ Units
4	Indian Systems of Learning

	<p>a) Learning: Meaning, Mechanisms</p> <ul style="list-style-type: none"> ● Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages ● Modern System of Learning: Meanings, Features, Advantages, Disadvantages ● Karma: Meaning, Importance of Karma to Managers, Nishkama Karma ● Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection ● Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma ● Self-Management: Personal growth and Lessons from Ancient Indian Education System ● Personality Development: Meaning, Determinants, Indian Ethos and Personality Development ● Business Ethics: Introduction, Business Ethics & Management and Moral obligations ● CSR: Corporate Governance, Environmental Concerns & Corporations.
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Course Outcome

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

**Programme at Semester VI
with effect from the Academic Year 2023-2024**

Core Course (CC)

Operations Research

Course Code : UMS6OPR

Modules at a Glance

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

Objectives

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

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

SN	Modules/ Units
2	Assignment and Transportation Models
	<p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> ● Maximization & Minimization Type Problems. ● Balanced and Unbalanced Problems. ● Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. ● Simple Formulation of Assignment Problems. ● Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. <p>Note:</p> <ol style="list-style-type: none"> 1. Travelling Salesman Assignment Problem is not included. <p>b) Transportation Problems</p> <ul style="list-style-type: none"> ● Maximization & Minimization Type Problems. ● Balanced and Unbalanced problems. ● Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. ● Simple Formulation of Transportation Problems. ● <u>Initial Feasible Solution</u> (IFS) by: <ol style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) ● Maximum 5 x 5 Transportation Matrix. ● Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and Δ) ● <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS. <p>Note:</p> <ol style="list-style-type: none"> 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.

SN	Modules/ Units
3	Network Analysis
	<p>a) Critical Path Method (CPM)</p> <ul style="list-style-type: none"> ● Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, ● Construction of a Network Diagram. Node Relationship and Precedence Relationship. ● Principles of Constructing Network Diagram. ● Use of Dummy Activity ● Numerical Consisting of Maximum Ten (10) Activities. ● Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. ● Forward Pass and Backward Pass Methods. ● Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float <p>b) Project Crashing</p> <ul style="list-style-type: none"> ● Meaning of Project Crashing. ● Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. ● Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. ● Time – Cost Trade off in Project Crashing. ● Optimal (Minimum) Project Cost and Optimal Project Completion Time. ● Process of Project Crashing. ● Numerical Consisting of Maximum Ten (10) Activities. ● Numerical based on Maximum Four (04) Iterations of Crashing <p>c) Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> ● Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). ● Expected Time (te) of an Activity Using Three Time Estimates. ● Difference between CPM and PERT. ● Numerical Consisting of Maximum Ten (10) Activities. ● Construction of PERT Network using tevalues of all Activities. ● Mean (Expected) Project Completion Time. ● Standard Deviation and Variance of Activities. ● 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.

	<ul style="list-style-type: none"> • Meaning, Objectives, Importance, Scope, RORO/LASH
4	Job Sequencing and Theory of Games
	<p>a) Job Sequencing Problem</p> <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. <p>b) Theory of Games</p> <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: <ul style="list-style-type: none"> ▪ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.

Course Outcome

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

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester V
with effect from the Academic Year 2023-2024***

Reference Books

Reference Books
<p>Investment Analysis & Portfolio Management</p> <ul style="list-style-type: none"> ● Kevin. S, <i>Security Analysis and Portfolio Management</i> ● Donald Fischer & Ronald Jordon, <i>Security Analysis & Portfolio Management</i> ● Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> ● Sudhindra Bhatt, <i>Security Analysis and Portfolio Management.</i>
<p>Commodity & Derivatives Market</p> <ul style="list-style-type: none"> ● John C. Hull & Basu -<i>Futures, options & other derivatives</i> ● Robert McDonald, <i>Derivatives market, Pearson education</i> ● John Hull, <i>Fundamentals of futures & options</i> ● Ankit Gala & Jitendra Gala, <i>Guide to Indian Commodity market, Buzzingstock publishing house</i> ● K.Sasidharan & Alex K. Mathews, <i>Option trading – bull market strategies, McGraw Hill publication</i> ● Niti Chatnani, <i>Commodity markets, McGraw Hill Publication</i> ● S.Kevin, <i>Commodities & financial derivatives, PHI learning Pvt ltd</i> ● Suni K Parmeswaran, <i>Futures & options, McGraw Hill</i>
<p>Wealth Management</p> <ul style="list-style-type: none"> ● Harold Evensky, <i>Wealth Management, McGraw Hill Publication</i> ● NCFM, CFP, IIBF, etc, <i>Wealth Management modules</i> ● Harold Evensky, <i>The new wealth Management, CFA Institute Investment Series Publication</i>
<p>Direct Taxes</p> <ul style="list-style-type: none"> ● <i>Income Tax Act- Bare act</i> ● Dr V K Singhania-<i>Direct Tax Law & Practice</i>
<p>Services Marketing</p> <ul style="list-style-type: none"> ● Valarie A. Zeuhaml & Mary Jo Bitner, <i>Service Marketing, Tata McgrawHill, 6th Edition</i> ● Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, <i>Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition</i> ● Ramneek Kapoor, Justin Paul & Biplab Halder, <i>Services Marketing-Concepts And Practices, McgrawHill, 2011</i> ● Harsh V.Verma, <i>Services Marketing Text & Cases, Pearson Education, 2nd Edition</i> ● K. Ram Mohan Rao, <i>Services Marketing, Pearson Education, 2nd Edition, 2011</i> ● C. Bhattacharjee, <i>Service Sector Management, Jaico Publishing House, Mumbai, 2008</i> ● Govind Apte, <i>Services Marketing, Oxford Press, 2004</i>
<p>E-Commerce & Digital Marketing</p> <ul style="list-style-type: none"> ● D Nidhi ,<i>E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd</i> ● Bajaj Kamlesh K,<i>E-Commerce- The cutting edge of Business</i> ● Whiteley David, <i>E-Commerce Technologies and Applications-2013</i> ● <i>E-Business & E-Commerce Management 3rd Ed, Pearson Education</i> ● Kalokota & Robinson,<i>E-Business 2.0 Road map for Success, Pearson Education</i> ● Elias M. Awad ,<i>Electronic Commerce, 3rd Edition, Pearson Education</i> ● Erfan Turban et.al ,<i>Electronic Commerce - A Managerial Perspective, Pearson Education</i> ● R. Kalokota, Andrew V. Winston, <i>Electronic Commerce - A Manger's Guide, Pearson Education</i> ● Tripathi, <i>E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.</i>

Sales & Distribution Management

- A. Nag, *Sales And Distribution Management*, Mcgraw Hill, 2013 Edition
- Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, *Sales Management*, Pearson Education, 5th Edition
- Krishna K. Havaladar, Vasant M. Cavale, *Sales And Distribution Management – Text & Cases*, Mcgraw Hill Education, 2nd Edition, 2011
- Dr.Matin Khan, *Sakes And Distribution Management*, Excel Books, 1st Edition
- Kotler & Armstrong, *Principles Of Marketing – South Asian Perspective*, Pearson Education, 13th Edition

Customer Relationship Management

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

Finance for HR Professionals & Compensation Management

- Gary Dessler, Biju Varkkey, *Human Resource Management*, Pearson, 12th edition
- Mick Marchington and Adrian Wilkinson, *Human Resource Management at Work – People Management and Development- IIIrd Edition*,
- Shashi K. Gupta, Rosy Joshi, *Human Resource Management*, Kalyani Publishers
- Gary Dessler, *Framework for HRM*, 3rd Edition, Pearson Education
- Ashwathappa, *Human Resource Management*
- Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, *Managing Human Resources – IVth Edition*, (Eastern Economy Edition)
- Milkovich, George T, Newman J.M, *Compensation*, Tata Mc Graw Hill.
- Henderson, R.O, *Compensation Management*, Pearson Edition .
- BD Singh, *Compensation and Reward Management*, Excel Books.
- Karen Permant, Joe Knight, *Financial Intelligence for HR Professionals*
- Sharma A.M, *Understanding Wage system*, Himalaya Publishing House, Mumbai.

Strategic Human Resource Management & HR Policies

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

Performance Management & Career Planning

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

Industrial Relations

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

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

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Reference Books

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

**Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester VI
with effect from the Academic Year 2023-2024
Reference Books**

Reference Books
Innovative Financial Services
<ul style="list-style-type: none"> ● IM Pandey, <i>Financial Management</i>, Vikas Publishing House Ltd. ● Khan M.Y., <i>Financial Services</i>, Mc Graw Hill Education. ● Dr.S.Gurusamy, <i>Financial Services</i>, Vijay Nicole Imprints. ● <i>Financial Market and Services</i>, E, Gordon and K. Natrajan, Himalaya Publishing House
Project Management
<ul style="list-style-type: none"> ● Harold Kerzer, <i>Project Management – A System Approach to Planning, Scheduling & Controlling</i> ● Jack.R.Meredith & Samuel.J.Mantel, Jr., <i>Project Management – A Managerial Approach</i> ● Bhavesh.M.Patel, <i>Project Management – Strategic Financial Planning , Evaluation & Control</i>
Strategic Financial Management
<ul style="list-style-type: none"> ● C. Paramasivan& T. Subramanian, <i>Financial Management</i> ● IM Pandey, <i>Financial Management</i> ● Ravi Kishor, <i>Financial Management</i> ● Khan & Jain, <i>Financial Management</i> ● Van Horne & Wachowiz, <i>Fundamentals of Financial Management</i> ● Prasanna Chandra, <i>Strategic Financial Management</i>
Indirect Taxes
<ul style="list-style-type: none"> ● GST Bare Act 2017 ● GST Law & Practice - V.S Datey (6th Edition) ● GST Laws – National Academy of Customs, Indirect Tax
Brand Management
<ul style="list-style-type: none"> ● Keller Kevin Lane, <i>Strategic Brand Management: Building, Measuring and Managing Brand Equity</i> ● Keller Kevin Lane, <i>Strategic Brand Management-2008</i> ● Elliot, Richard, <i>Strategic Brand Management-2008</i> ● Kapferer, Jean-Noel, <i>Strategic Brand Management-2000</i> ● Kishen, Ram, <i>Strategic Brand Management- 2013</i> ● Keller Kevin Lane, <i>Strategic Brand Management 4e-2015</i>
Retail Management
<ul style="list-style-type: none"> ● Michael Levy & Barton A Weitz, <i>“Retailing Management”, Tata Mc Graw Hill</i> ● Gibson G. Vedamani, <i>“Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai.</i> ● Jim, <i>“Retail Strategies-understanding why we shop”, Jaico Publishing House, Mumbai.</i> ● Dunne Lusch, <i>“Retail Management”, South Western Cengage Learning</i> ● K.S. Menon, <i>“Store Management”, Macmillan India Ltd.,</i> ● Keith Lincoln, Lars Thomessen & Anthony Aconis, <i>“Retailization -Brand Survival in the Age of Retailer Power”, Kogan Page Ltd.,</i> ● Swapna Pradhan, <i>“Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill.</i> ● Bajaj, Tulli & Shrivastava, <i>“Retail Management”, Oxford University Press</i> ● Kishore Biyani, <i>“It Happens in India”,& “ The Wall Mart Story”</i> ● Store Manager, <i>Organiser / Planner- DMS Retail</i>

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

International Marketing

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

Media Planning & Management

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

HRM in Global Perspective

- *Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning*
- *P. L. Rao: International Human Resource Management, Text and Cases, Excel Books*
- *Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.*
- *Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press*
- *A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College*
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- *Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press*
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- *Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House*
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- *Wendell L French, Cecil H Bell, Jr, Veena Vohra , Organisation Development , Sixth Edition, Pearson Education*

HRM in Service Sector Management

- *C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House*
- *Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson*
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- *K. Rao: Services Marketing, Pearson Education*
- *Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing*

Reference Books

Indian Ethos in Management

- *R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill*
- *Bhatta, S.K., Business Ethics & Managerial Values.*
- *Dave, Nalini V: Vedanta and Mana*
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- *Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009*
- *S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008*

Operation Research

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

**Revised Syllabus of Courses of Bachelor of Management Studies Programme
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with effect from the Academic Year 2023-2024**

Scheme of Evaluation

❖ **Scheme of Examination**

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

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

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

(For Courses with Practical)

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

Question Paper Pattern

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

Maximum Marks: 20

Questions to be set: 02

Duration: 40 Minutes

All Questions are Compulsory

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

B) Semester End Examination: 60 %

60 Marks

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

Question Paper Pattern

Theory question paper pattern

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

❖ Passing Standard

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

Guidelines and Evaluation Pattern for Project Work (100 Marks)

Introduction

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

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

Guidelines for preparation of Project Work

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

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

Format

1st page (Main Page)

Title of the problem of the Project

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

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

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

On separate page

Index

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

(sub point 1.1, 1.1.1, And so on)

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

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

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

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

List of tables, if any, with page numbers.

List of Graphs, if any, with page numbers.

List of Appendix, if any, with page numbers.

Abbreviations used:

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

(Model Structure of the Project Work)

- **Chapter No. 1: Introduction**

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

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

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

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

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

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

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

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

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

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

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

On separate page

Name and address of the college

Certificate

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

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

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



Name and Signature of
Guiding Teacher

Date of submission:

On separate page

Declaration by learner

Name of the learner

I the undersigned Miss / Mr. _____ here by, declare that the work embodied in this project work titled “_____”
Title of the Project, forms my own

contribution to the research work carried out under the guidance of
Name of the guiding teacher _____ is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

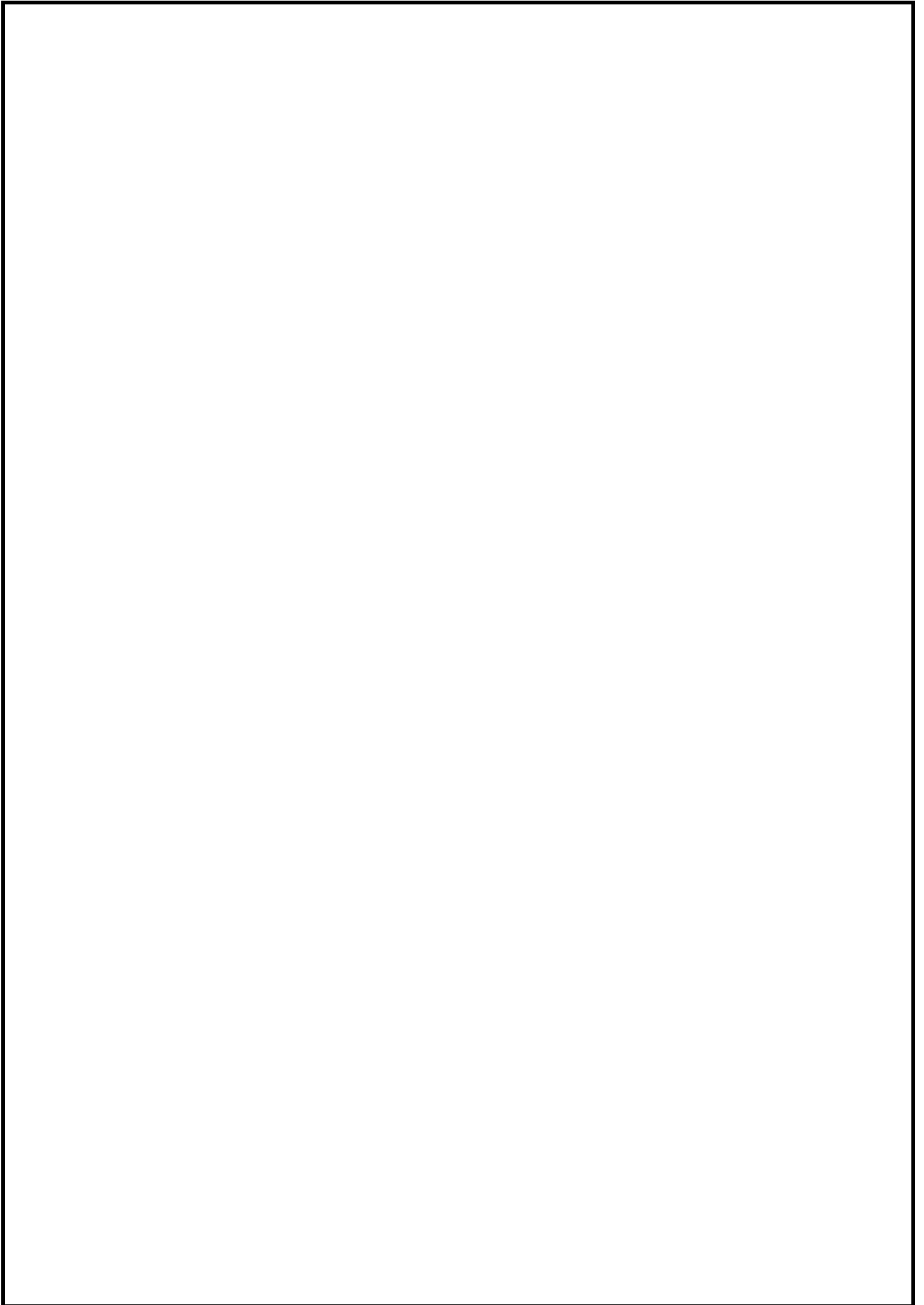
Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

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

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher



On separate page

Acknowledgment

(Model structure of the acknowledgement)

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

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

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

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

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

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

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

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

2. Guidelines for Internship based project work

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

Evaluation pattern of the project work

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

Note:

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

Passing Standard

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

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

2021

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

Asst Prof. Kushalkumar Kurani
Chairperson,
Board of Studies

Prof. (Dr.) S. K. Patil
Principal
Changu Kana Thakur A.C.S. College,
New Panvel, (Autonomous)

