

Nagindas Khandwala College



**Revised Syllabus
And
Question Paper Pattern
Of Course
Of
Bachelor of Management Studies (BMS) Programme
(Department Of Management Studies) Second Year
Semester III & Semester IV
Under Autonomy
*(To be implemented from Academic Year- 2018-
2019)***

Course	Hrs. of Instruction/ week	Exam Duration (Hours)	Maximum Marks			Credits
			CIE	SEE	Total	
Core 5: Personal Effectiveness Management	3	2 ½ hrs	25	75	100	3
Core 6: Business Planning & Entrepreneurial Management	3	2 ½ hrs	25	75	100	3
Core 7: Accounting for Managerial Decisions	3	2 ½ hrs	25	75	100	3
Core 8: Strategic Management	3	2 ½ hrs	25	75	100	3
Group A- DSE – Core 5 (Finance): Basics of Financial Services	3	2 ½ hrs	25	75	100	3
Group A- DSE – Core 6 (Finance): Corporate Finance	3	2 ½ hrs	25	75	100	3
Group B - DSE – Core 5 (Marketing): Consumer Behaviour	3	2 ½ hrs	25	75	100	3
Group B- DSE – Core 6 (Marketing): Product Innovations Management	3	2 ½ hrs	25	75	100	3
DSE- Allied3: Information Technology in Business Management - I	2	2 ½ hrs	25	75	100	2
Total	20					20

**The learner has to choose from Group A or Group B for DSE-Core*

SYBMS
SEMESTER- III
1) Personal Effectiveness Management

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

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

Reference Books for Personal Effective Management

Essential Reading:

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

Further Reading:

1. Melgosa, D. J. (2014). Discover your worth-The importance of self-esteem and how to develop it. Spain: New Lifestyle.
2. Onkar, R. (2009). Personality Development and Career Management. New Delhi: S. Chand & Company Ltd. .
3. Schustack, H. S. (2004). Personality - Classic Theories and Modern Research. Delhi: Pearson Education.

2) Business Planning & Entrepreneurial Management

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

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

4	Venture Development
	<ul style="list-style-type: none"> • Steps involved in starting of Venture • Institutional support to an Entrepreneur- e.g. NEN • Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects • Start-ups: Concepts, Guidelines for Start-ups, Role of Industry to promote Start-ups, Funding support and incentives for Start-ups • New trends in entrepreneurship: Scalability, Business Incubation, Fintech, Education tech.

Reference Books for Business Planning & Entrepreneurial Management

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno
6. Startup Fundamentals-Nanda Kumar
7. Start-up Sutra- Rohit Prasad
8. [www. India.gove.in](http://www.India.gov.in)
9. www.Vikaspedia.in/social welfare

3) Accounting for Managerial Decisions

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

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

Reference Books for Accounting for Managerial Decisions

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

4) Strategic Management

Sr. No.	Modules	No. of Lectures
1	Introduction	12
2	Strategy Formulation	16
3	Strategic Implementation	18
4	Strategic Evaluation & Control	14
Total		60

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Business Policy-Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management-Meaning, Definition, Importance, Strategic Management • Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) • Strategic Intent-Mission, Vision, Goals, Objective, Plans
2	Strategy Formulation
	<ul style="list-style-type: none"> • Environment Analysis and Scanning(SWOT) • Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) • Business Level Strategy(Cost Leadership, Differentiation, Focus) • Functional Level Strategy(R&D, HR, Finance, Marketing, Production)
3	Strategic Implementation
	<ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis& Choices &Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work • Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level.
4	Strategic Evaluation & Control
	<p>Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control</p> <p>Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.</p> <p>Change Management– Elementary Concept</p>

Reference Books for Strategic Management

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

5) Basics of Financial Services

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

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

Reference Books for Basics of Financial Services

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

6) Corporate Finance

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

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. • Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.
2	Capital Structure and Leverage
	<ul style="list-style-type: none"> • Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.
3	Time Value of Money
	<ul style="list-style-type: none"> • Introduction to Time Value of Money – compounding and discounting • Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return) • Importance of Risk and Return analysis in Corporate Finance
4	Mobilisation of Funds
	<p>Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.</p> <p>Foreign capital and collaborations, Foreign direct Investment (FDI)</p> <p>Emerging trends in FDI</p> <p>Global Depository Receipts, Policy development, Capital flows and Equity Debt.</p> <p>Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring</p>

Reference Books for Corporate Finance

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

7) Consumer Behaviour

Sr. No.	Modules	No. of Lectures
1	Introduction To Consumer Behaviour	14
2	Individual- Determinants of Consumer Behaviour	16
3	Environmental Determinants of Consumer Behaviour	15
4	Consumer decision making models and New Trends	15
Total		60

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

Reference Books for Consumer Behaviour

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

8) Product Innovations Management

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

Sr. No.	Modules / Units
1	Innovations Management
	<ul style="list-style-type: none"> • Introduction -Innovations Management Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations. • Thinking Tools for Innovations Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods • Legal Aspects of innovations Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights ;Trade secrets
2	Managerial Aspects of Innovations functions
	<ul style="list-style-type: none"> • Organizing for Innovations Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision. • Strategizing Innovations Introduction; Innovations as a strategy component; Developing innovation strategy; Innovation strategies; Market standing based strategies. • Managing Innovations Functions Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management • Climate and culture for innovations Introduction; Need for creative organizations; Characteristics of creative organizations; Creating creative organizations – 7s framework; Fostering innovations climate and culture.
3	Product innovations, Process Innovations and Innovations Diffusion
	<ul style="list-style-type: none"> • Introduction to product innovations Types of new products; Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New Product Failures; Cases of Innovating companies.

	<ul style="list-style-type: none"> • Process Innovations Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business Process reengineering; Benchmarking. • Innovations Diffusion Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors Influencing diffusion strategy; Internalization of innovations.
4	New Product Development Strategy
	<ul style="list-style-type: none"> • New Product Development and Product specifications Concept of new product development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications. • Concept Generation, Selection and Testing 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing. • Product testing Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test.

Reference Books for Product Innovations Management

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

9) Information Technology in Business Management-I

Sr. No.	Modules	No. of Lectures
1	Introduction to IT Support in Management	15
2	Office Automation using MS-Office	15
3	Email, Internet and its Applications	15
4	E-Security	15
Total		60

Sr. No.	Modules / Units
1	<p data-bbox="331 300 906 331">Introduction to IT Support in Management</p> <ul style="list-style-type: none"> <li data-bbox="384 338 1023 443"> <p>• Information Technology concepts Concept of Data, Information and Knowledge Concept of Database</p> <li data-bbox="384 450 1382 831"> <p>• Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) Types of CBIS - brief descriptions and their interrelationships/hierarchies 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</p> <li data-bbox="384 837 1059 904"> <p>• Success and Failure of Information Technology. Failures of Nike and AT&T</p> <li data-bbox="384 911 1038 978"> <p>• IT Development Trends Major areas of IT Applications in Management</p> <li data-bbox="384 985 1139 1016"> <p>• Concept of Digital Economy and Digital Organization.</p> <li data-bbox="384 1023 1230 1128"> <p>• IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</p>
2	<p data-bbox="331 1167 802 1198">Office Automation using MS-Office</p> <ul style="list-style-type: none"> <li data-bbox="384 1205 995 1451"> <p>• Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature</p> <li data-bbox="384 1458 1410 1845"> <p>• Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/Hlookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</p> <li data-bbox="384 1852 1422 2024"> <p>• Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations</p>

	Rehearsal of presentation
3	Email, Internet and its Applications
	<ul style="list-style-type: none"> • Introduction to Email Writing professional emails Creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN • DNS Basics. Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.
4	E-Security
	<ul style="list-style-type: none"> • Threats to Computer systems and control measures. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email • E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • Information Security Environment in India with respect to real Time Application • in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch

Processing System. Real Time Applications viz. Railway / Airway / Hotel
Reservation System, ATMs, EDI Transactions - definition, advantages, Examples; E-Cash, Security requirements for Safe E-Payments
Security measures in International and Cross Border financial transactions
Threat Hunting Software

Reference Books for Information Technology in Business Management- 1

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

Course	Hrs. of Instruction/week	Exam Duration (Hours)	Maximum Marks			Credits
			CIE	SEE	Total	
Core 9: Business Economics-II	3	2 ½ hrs	25	75	100	3
Core 10: Business Research Methods	3	2 ½ hrs	25	75	100	3
Core 11: Change Management	3	2 ½ hrs	25	75	100	3
Core 12: Production & Total Quality Management	3	2 ½ hrs	25	75	100	3
Group A - DSE – Core 7 (Finance): Strategic Cost Management	3	2 ½ hrs	25	75	100	3
Group A - DSE – Core 8 (Finance): Corporate Restructuring	3	2 ½ hrs	25	75	100	3
Group B- DSE – Core 7 (Marketing): Integrated Marketing Communication	3	2 ½ hrs	25	75	100	3
Group B- DSE – Core 8 (Marketing): Event Marketing	3	2 ½ hrs	25	75	100	3
DSE - Allied 4: Information Technology in Business Management - II	2	2 ½ hrs	25	75	100	2
Total	20					20

**The learner has to choose from Group A or Group B for DSE-Core*

SYBMS
Semester- IV
1) Business Economics- II

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

Sr. No.	Modules / Units
1	Introduction to Macroeconomic Data and Theory
	<ul style="list-style-type: none"> • Macroeconomics: Meaning, Scope and Importance. • Circular flow of aggregate income and expenditure: closed and open economy models • The Measurement of national product: Meaning and Importance – conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare. • Short run economic fluctuations : Features and Phases of Trade Cycles • The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output
2	Money, Inflation and Monetary Policy
	<ul style="list-style-type: none"> • Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money • Demand for Money : Classical and Keynesian approaches and Keynes' liquidity preference theory of interest • Money and prices : Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach • Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. • Monetary policy : Meaning, objectives and instruments, inflation targeting
3	Constituents of Fiscal Policy
	<ul style="list-style-type: none"> • Role of a Government to provide Public goods- Principles of Sound and Functional Finance • Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy • Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance • Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.
4	Open Economy : Theory and Issues of International Trade
	<ul style="list-style-type: none"> • The basis of international trade : Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types Factors determining terms of trade - Gains from trade - Free trade versus protection • Foreign Investment : Foreign Portfolio investment- Benefits of Portfolio capital

flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations

- **Balance of Payments:** Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.
- **Foreign Exchange and foreign exchange market :** Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed Flexibility

Reference Books for Business Economics- II

- 1) Macroeconomics for Business and management- By HL Ahuja
- 2) Macroeconomics – By Richard T Froyen
- 3) Macroeconomics – By Mankiw N G
- 4) The Indian Economy – By Ray S K
- 5) Indian Economy and the WTO – By Vibha Mathur
- 6) Macroeconomics : Theory and Applications – By G. S. Gupta

2) Business Research Methods

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

Sr. No.	Modules / Units
1	<p data-bbox="331 241 911 275">Introduction to business research methods</p> <ul style="list-style-type: none"> • Meaning and objectives of research • Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal. • Sampling– <ul style="list-style-type: none"> a) meaning of sample and sampling, b) methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball c) Probability– Simple Random, Stratified, Cluster, Multi Stage.
2	<p data-bbox="331 1057 743 1090">Data collection and Processing</p> <ul style="list-style-type: none"> • Types of data and sources-Primary and Secondary data sources • Methods of collection of primary data <ul style="list-style-type: none"> a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets) b) Experimental i)Field ii) Laboratory c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method, d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. e) Survey instrument– i) Questionnaire designing. f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale
3	<p data-bbox="331 1632 767 1666">Data analysis and Interpretation</p> <ul style="list-style-type: none"> • Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note • Analysis of data-Meaning, Purpose, types. • Interpretation of data-Essentials, importance and Significance of processing Data • Multivariate analysis– concept only • Testing of hypothesis– concept and problems– i)chi square test, ii) Z and t-test (for large and small sample)

4	Advanced techniques in Report Writing
	<ul style="list-style-type: none"> • Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography • Ethics and research • Objectivity, Confidentiality and anonymity in Research • Plagiarism

Reference Books for Business Research Methods

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

3) Change Management

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

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none"> • Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational. • Organizational culture& change. • Types & Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model.
2	Impact of Change
	<ul style="list-style-type: none"> • Change & its implementation.– individual change: concept, need, importance & risk of not having individual perspective. Team Change –concept, need, importance & limitation • Change & its impact– Resistance to change & sources-sources of individual resistance, sources of organizational resistance
3	Resistance to Change
	<ul style="list-style-type: none"> • 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, 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, caselets on Action research.

Reference Books for Change Management

1. Organisational Development - French and Bell
2. An experiential approach to O.D. - Harvey and Brown
3. Consultants and Consulting Styles - Dharani Sinha P.
4. Organization Change - Kavita Singh
5. Organisational Change - S.K. Bhatia
6. Management & OB, HRM - K.Ashwathapa
7. Training & Development – Radha Sharma

Recommended for Book Review

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

4) Production & Total Quality Management

Sr. No.	Modules	No. of Lectures
1	Production Management	14
2	Materials Management	16
3	Basics Of Productivity & TQM	16
4	Quality Improvement Strategies & Certifications	14
Total		60

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

Reference Books for Production & Total Quality Management

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

5) Strategic Cost Management

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

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

Reference Books for Strategic Cost Management

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

6) Corporate Restructuring

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

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 • 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 for Corporate Restructuring

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

7) Integrated Marketing Communication

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

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 • 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	Evaluation & Ethics in Marketing Communication
	<ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.

Reference Books for Integrated Marketing Communications

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

8) Event Marketing

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

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

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

Reference Books for Event Marketing

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

9) Information Technology in Business Management-II

Sr. No.	Modules	No. of Lectures
1	Management Information System	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to Databases and Data Warehouse	15
4	Outsourcing	15
Total		60

Sr. No.	Modules / Units
1	<p data-bbox="331 237 786 271">Management Information System</p> <ul style="list-style-type: none"> <li data-bbox="352 277 778 338">• Management Information System Definition, Characteristics <li data-bbox="352 344 1015 378">• Subsystems of MIS (Activity and Functional subsystems) <li data-bbox="352 385 620 418">• Structure of MIS <li data-bbox="352 425 751 459">• Reasons for failure of MIS. <li data-bbox="352 465 952 685">• Understanding Major Functional Systems Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems <li data-bbox="352 692 1070 725">• Sub systems, description and organizational levels <li data-bbox="352 732 727 842">• Decision support system Definition Relationship with MIS <li data-bbox="352 848 1362 920">• Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS
2	<p data-bbox="331 987 588 1021">ERP/E-SCM/E-CRM</p> <ul style="list-style-type: none"> <li data-bbox="352 1028 619 1061">• Concepts of ERP <li data-bbox="352 1068 727 1128">• Architecture of ERP Generic modules of ERP <li data-bbox="352 1135 660 1169">• Applications of ERP <li data-bbox="352 1176 802 1236">• ERP Implementation concepts ERP lifecycle <li data-bbox="352 1243 815 1276">• Concept of XRP (extended ERP) <li data-bbox="352 1283 1158 1344">• Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft <li data-bbox="352 1350 1195 1411">• Concept of e-CRM E-CRM Solutions and its advantages, How technology helps? <li data-bbox="352 1417 948 1478">• CRM Capabilities and customer Life cycle Privacy Issues and CRM <li data-bbox="352 1485 828 1545">• Data Mining and CRM CRM and workflow Automation <li data-bbox="352 1552 983 1662">• Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture <li data-bbox="352 1668 707 1702">• Major Trends in e-SCM <li data-bbox="352 1709 775 1742">• Case studies ERP/SCM/CRM
3	<p data-bbox="331 1827 959 1861">Introduction to Database and Data Warehouse</p>
	<ul style="list-style-type: none"> <li data-bbox="352 1868 1318 2002">• Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.

	<ul style="list-style-type: none"> • Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries • Data Mining The scope and the techniques used • Business Applications of Data warehousing and Data mining
4	Outsourcing
	<ul style="list-style-type: none"> • Introduction to Outsourcing Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes • Business Process Outsourcing (BPO) Introduction • BPO Vendors How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services • BPO Business Model Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO • BPO to KPO Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario • Outsourcing in Cloud Environment Cloud computing offerings • Traditional Outsourcing Vs. Cloud Computing

Reference Books for Information Technology in Business Management- II

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

Paper Pattern for SYBMS (3rd & 4th Semester)

Distribution of Marks for Continuous Internal Examination (CIE)

Particulars	Marks
Class test (20 marks converted to 10 marks)	10
Project, Presentation, Assignment (10 marks)	10
Active Class Participation and Attendance	05
Total	25

Internal Question Paper Pattern For Non-Accounting/Mathematical Papers

Q.No.1	State True or False/ Fill in the Blanks / Match the Column	5 Marks
Q.No.2	Answer in one sentence	5 Marks
Q.No.3	Answer any two out of given three a) b) c)	5*2 = 10m

Internal Question Paper Pattern For Accounting/Mathematical Papers

Q.No.1	State True or False/ Fill in the Blanks / Match the Column	5 Marks
Q.No.2	Answer in one sentence	5 Marks
Q.No.3	Answer any one out of given two a) b)	10marks

Semester End Examination (SEE) Question Paper Pattern for all subjects

Question No.	Particulars	Marks
Q1 a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2=15m)
Q2 a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2=15m)
Q3 a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2=15m)
Q3 a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2=15m)
Q5	Case Study (From any Unit)	(7.5*2) or (5*3) for 15m

Guidelines for Internship for SYBMS Students

1. Internship can be undertaken after the completion of Semester IV and before starting of Semester V.
2. Internship should be done for minimum of 45 days during the Month of April & May
3. Internship done during the second year of BMS will also be accepted.
4. Internship can be undertaken in the area of interest of the learner.
5. A report will be submitted to the College for the internship.
6. There will be a viva voce for the evaluation of the internship.

Details in the Report

1. Profile of the company
2. Job role
3. Learnings from the Internship
4. Difficulties faced during the internship
5. Photographs (At least 3 photos)
6. Letter of acknowledgement from the Employer
