

Nagindas Khandwala College (Autonomous)
Affiliated to University of Mumbai



**MKES's Nagindas Khandwala College (Autonomous),
Gate No 5, Bhavishya Bharat Campus, S. V. Road, Malad (West)
Mumbai-400 064**

Programme Code: UCBMS

Bachelor of Management Studies (BMS)

Three Year Integrated Programme -

Six Semesters

Course Structure

Under Choice Based Credit, Grading and Semester System

Implemented during Academic Year- 2022-23

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1. Preamble

The markets are very complex today. There is a need for professionals who can understand the complexities in the market and provide solutions for the same. Managerial positions today require individuals who understand the dynamics of the markets and are able to utilize the company resources to come out with effective solutions.

A Bachelor's Degree in Management will provide learners exposure to the principles on management and give the learners an understanding of how organizations are functioning today. It will equip with the knowledge of planning, organizing, leading and controlling. It will sharpen their skills to tackle real world problems for any organization. It further gives them an opportunity to specialize in marketing or finance.

2. Objectives

The BMS Program is structured to provide graduates with practical skills required for working, managing and running organizations. The main objective of BMS Program are:-

- To provide in-depth theoretical & practical knowledge
- To provide exposure to real life situations through case-studies, role plays, discussions and presentations.
- To equip learners with skills required for management, finance, marketing and human resources.
- To equip them with the skills required to function in any organization as well as starting their entrepreneurial venture.
- To train them adopt a holistic view to real life business situations.
- To inculcate a research aptitude and problem-solving approach in learners.

3. Program Outcome:

After completion of the three years Bachelor of Management Studies (BMS) Programme, the learner will:

PO-1: Have comprehensive knowledge of Management, Marketing, Finance, Accounting and other areas of Management.

PO-2: Be able to identify problems in business and provide solutions for the same with contemporary knowledge of technology.

PO-3: Develop managerial skills, decision-making skills, presentation skills, interpersonal skills and soft skills and use appropriate ICT tools innovatively.

PO-4: Cultivate leadership qualities, entrepreneurial skills among learners and prepare them to work with ethical and moral values while working individually as well as in teams.

PO-5: Promote research acumen in business and critical thinking to find solutions to real life business situations.

PO-6: Build a concrete foundation for advanced studies in Commerce and Management and make them ready for employment.

4. Program Specific Outcome:

BMS (Finance)

Specialization in BMS (Finance) has been designed to prepare graduating students for attaining the following specific outcomes:

PSO-1: Knowledge of fundamentals of accounting, corporate finance, taxation and other areas of finance will be enhanced.

PSO-2: Conceptual and analytical abilities required for decision making in finance will be enriched.

PSO-3: To be able to solve financial problems in business with ethical and moral values.

PSO-4: - Developing an understanding of local, national and global financial environment and to make the learners industry ready.

BMS (Marketing)

Specialization in BMS (Marketing) has been designed to prepare graduating students for attaining the following specific outcomes:

1. **PSO-1:** Knowledge of principles of marketing, consumer behaviour, sales and distribution management and other areas of marketing will be enhanced.
2. **PSO-2:** Conceptual and analytical abilities required for decision making in marketing will be improved.
3. **PSO-3:** To be able to solve marketing problems in business with ethical and moral values.
4. **PSO-4:** - Develop an understanding of the multi-cultural dimensions, local, national and global marketing environment and its impact on marketing to make the learners industry ready.

BMS PO & CO Mapping Table 2022-2023

Semester	Course	Course Code	P O 1	PO 2	PO 3	PO 4	PO 5	PO 6	Finance Elective				Marketing Elective				
									PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	
Sem 1	BC I	2111UMSB C	*	*	*			*									
	FCI	2112UMSFC	*	*													
	FHS	2013UMSH S	*		*	*	*										
	BL	2114UMSBL	*		*		*										
	BS	2015UMSBS	*	*			*	*									
	FA	2116UMSF A	*	*		*		*									
	POM	2017UMSP M	*	*	*	*		*									
Sem 2	BC II	2121UMSB C	*	*	*			*									
	FC II	2122UMSFC	*	*	*	*											
	BE	2023UMSB V	*	*			*	*									
	BM	2024UMSB M	*	*			*	*									
	IL	2125UMSIL	*		*		*										
	PM	2026UMSP M	*	*	*	*	*	*									
	BE I	2027UMSB E	*	*			*										
Sem 3	PEM	2131UMSPE M	*		*	*		*									
	PBEM	2132UMSB EM	*	*	*	*	*	*									
	AMD	2133UMSA MD	*	*			*	*									
	SM	2134UMSS M	*	*		*	*	*									
	ITB	2135UMSIT B	*	*	*			*									
	Tally and Excel	2238UTPXL		*	*												
	EDM	2136UMSE DM							*	*	*	*					
	CF	2137UMSCF							*	*	*	*					
	FS	2136UMSBF S							*		*	*					
	ICA	2136UMSIC A							*	*	*						
	CB	2136UMSC B											*	*	*	*	
	PIM	2137UMSPI M											*	*	*	*	
	AD	2137UMSA D											*	*	*	*	
	SM	2137UMSS M											*	*	*	*	
Sem 4	BE II	2141UMSB E	*	*			*	*									

	BRM	2142UMSB RM	*	*	*	*	*	*										
	CM	2143UMSC M	*	*	*	*	*	*										
	PQM	2144UMSP QM	*	*			*											
	IBM	2145UMSIB M	*	*	*			*										
	SCM	2146UMSSC M							*	*	*	*						
	CR	2147UMSC R							*	*	*	*						
	FIM	2146UMSFI M							*	*	*	*						
	AU	2146UMSA							*	*	*							
	IMC	2146UMSI MC											*	*	*	*		
	EM	2147UMSE M											*		*	*		
	RM	2147UMSR M											*	*	*	*		
	TM	2147UMST M											*	*		*		
Sem 5	LSM	1851UMSLS M	*	*	*		*											
	ASM	1952UMSA SM	*	*			*	*										
	IPM	1853UMSIP M							*	*	*	*						
	WM	1854UMSW M							*	*	*	*						
	DT	1855UMSD T							*	*	*	*						
	CDM	1856UMSC DM							*	*	*	*						
	FA	1953UMSF A							*	*	*	*						
	RM	1953UMSR M							*	*		*						
	SM	1853UMSS M											*	*	*	*		
	EDM	1854UMSE DM											*	*		*		
	SDM	1855UMSS DM											*	*	*	*		
	CRM	1956UMSC RM											*	*	*	*		
	IM	1954UMSI M											*	*		*		
	SMM	1954UMSS MM											*	*	*	*		
Sem 6	OR	1861UMSO R	*	*	*		*	*										
	RPW	1862UMSR PW	*	*	*	*	*	*										
	IF	1863UMSIF							*	*	*	*						
	IFS	1864UMSIF S							*	*		*						
	PM	1865UMSP M							*	*	*	*						
	IDT	1866UMSID T							*	*		*						
	SFM	1963UMSSF M							*	*	*	*						
	FRD	1963UMSFR D							*		*	*						
	BM	1863UMSB M											*	*	*	*		
	RM	1864UMSR M											*	*	*	*		

SM	1965UMSS M												*	*	*
MPM	1866UMSM PM											*	*	*	*
IM	1864UMSI M											*		*	*
MNO	1964UMSM NO												*	*	*

5. Scheme of Examination:

The scheme of Examination shall be divided into parts i.e., Continuous Internal Evaluation (CIE) including presentations, assignments, projects, case studies, group discussions, quizzes and class test which will be of 40 marks and the Semester End Examinations (SEE) which will be of 60 marks.

The semester wise Credit Points will vary from course to course but the value of Credits for Under-Graduate Programme shall be of **128 (120 + 8) Credits for TY and SY and FY Classes and 132 credits**. For TY classes, this will be achieved by doing 1 course on Environmental Science 1, Short Term Course, from an approved list of certifications and a Compulsory Course in Tally Pro and Advance Excel.

The Credits are defined in terms of the learner's hours which are divided into two parts such as Actual and Notional. The value of a particular course can be measured in number of Credit Points. The value of One (01) Credit is equal to 15 Hours of learners' load.

Scheme of Total Credits (TY)

Sr. No.	Year	Credits
1	Year 1	40
2	Year 2	40
3	Year 3	40
	Total Credits from Academics	120
	Additional Credits	8
	Total Credits for Award of Degree	128

Scheme of Total Credits (FY, SY)

Sr. No.	Year	Credits
1	Year 1(As per a new framework of 132 credit)	42
2	Year 2	44
3	Year 3	46
	Total Credits for Award of Degree	132

5.1 Credit Based Evaluation System Scheme of Examination

For all 6 semesters, the performance of the learners shall be evaluated into two components. The first component shall carry 40% marks which will be an Continuous Internal Evaluation while the second component shall carry 60% marks at semester end examination.

The allocation of marks for the Continuous Internal Evaluation 40% and Semester End Examination 60% are as shown below:

5.2 Structure of Continuous Internal Evaluation

Sr. NO	Particulars	Marks
1	Class Test (Average of 4 Tests converted to out of 20 Marks in online Mode)	20
2	Projects , Presentations, Assignment (15 Marks)	15
3	Active Class Participation and Attendance	05
	Total	40

Semester End Examination (SEE) will be conducted after all modules of the course are completed. It will be a written examination / or as per the needs of the course a practical examination or a combination of both. This examination will be for 60 marks.

The assessment of Continuous Internal Evaluation and Semester End Examination as mentioned above for the Semesters I to VI shall be processed by the College – ‘Institutions of their Learners’ and the grade card will be issued to the learners after the conversion of marks into grade as the procedure mentioned below.

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

5.3 Passing Standards

Grade	Marks	Grade Points
O	80 & Above	10
A+	70 to 79.99	9
A	60 to 69.99	8
B+	55 to 59.99	7
B	50 to 54.99	6
C	45 to 49.99	5
D	40 to 44.99	4
F	Less than 40	0

5.4 Approved Certifications for Autonomy Credits (TYBMS)

Table for Autonomy Credits					
Semester	Component	Duration	No. of Courses	Credit/ Course	Total Credits
A. Ability Enhancement Compulsory Course (AECC)					
1	AECC I Environment Science	1 Sem	1	2	2
4	Tally Pro and Advance Excel / Coursera	60 Hrs. (1 Sem)	1	4	4
B. Skill Enhancement Course (SEC)					
1-5	(Short Term Courses)	30 hrs (Table – 1)	--	2	2
				Total	8

All BMS students graduating from Nagindas Khandwala College will earn 8 credits under autonomy. It is compulsory for every student to earn these credits for grant of a degree.

The scheme of credits is explained below.

Course on Tally Pro and Advance Excel

This is a compulsory course offered to all students of BMS (Finance) and BMS (Marketing) during their second year. This course is for 4 credits. Students of BMS (Finance) will learn Tally – Professional Level and Advance Excel. Students who have completed IT training of Institute of Chartered Accountants of India (ICAI) will be granted exemption from this course on submission of the certificate of passing from ICAI.

The BMS (Marketing) students will undertake a Certificate Course from Coursera/Swayam/Tally– Professional Level and Advance Excel.

Short Term Courses (STC)
List of Short Term Courses Offered Semester Wise From 2020-21

Sr. No.	STC offered in Semester 1,3 & 5	STC offered in Semester 2,4 & 6
1	Basic Course in Brahmavidya	Add On Certificate course on Child Care & Child Development
2	Pranic Healing	Add On Certificate course on Travel & Tourism Management
3	Understanding Mental Health	Add On Certificate course on Computer Application
4	Leadership insights	Add On Certificate course on Functional English
5	Certificate in QGIS	Certificate Course in Gandhian Studies
6	Finding an 'Entrepreneur' in you	Certificate in GIS
7	Working with Vectors (COREL DRAW)	Tie and Dye
8	Certificate in Visual Merchandising	Jewellery Making
9	Certificate Course in Indian Embroidery	Working with Bitmap (Photoshop)
10	Certificate in Stylization	Grooming and Personality Development
11	CASI New York Global Student Associate Certification	Mind your Money
12	Certificate in Photography	Certificate Course in Banking
13	CASI New York Street Volunteering CASI	Understanding Pollution through Mobile Application
14	Certificate in Spanish Language	Digital Marketing
15	Fundamental of Capital Market and Derivatives	Certificate in Mandarin
16	Technical Analysis and trading on Stock Markets	Group Discussion Strategies
17	Financial Statement Analysis	Modelling
18	Certificate in Finance CASI	Certificate course on music
19	Certificate in Methods of Quantitative techniques	Certificate Course in Sports Management
20	Mastering Aptitude Skills	Mastering Analytical Skills
21	Enhancing Communication Skills	Certificate Course in Mobile Journalism
22	Gujrati Folk Dance	Certificate in Treasury Management CASI
23	Draping	CASI New York Retail Banking
24	Programme for Life Personal & Professional Insurance	Investment Banking Operations
25	Branding Yourself	Certificate in IFRS
26	COIST (Certificate Course In Online Sources , Tools and Techniques)	Making Effective PPT
27	Equity Share Boot Camp	Certificate in Beauty Treatments
28	Certificate in Hair Styling	

Note: -

* Excluding Cost of material supplied

Khandwala College offers 55 Short Term Courses. These courses are divided in even and odd semesters and are organized in vacations. Students have to complete any **ONE** Short Term Course in any one of the semesters between 1 to 5. Courses offered in Sem. 1,3 & 5 are organized during the Diwali break and courses offered in Sem. 2 & 4 are organized in the month of April.

5.5 Exemptions from STC

Students satisfying any one of the criteria listed below will be granted exemption from registering for a short-term course. 2 credits under autonomy will be granted to students who have :-

1. Passed IPCC examination; either one group or both groups; conducted by Institute of Chartered Accountants of India. (ICAI)
2. Passed Executive level of examination conducted by Institute of Company Secretaries of India (ICSI)
3. Passed Intermediate level of examination conducted by Institute of Cost and Works Accountants of India (ICWAI)
4. Passed all Knowledge level papers F1 to F4 at the examination conducted by ACCA after registering from our college
5. Registered with NSS unit of Khandwala College, who have completed 120 hours with participation at the rural camp, and authorities in charge of NSS at college level have recommended their name for exemption.
6. Won prizes at University, State, National or International level in any sports activity- individual or team - and their name has been recommended by authorities in charge of Gymkhana at college level.
7. Enrolled for NCC unit of Khandwala College, have completed mandatory hours of training and have attended all programs of NCC at Khandwala College and their name has been recommended by authorities in charge of NCC at college level.
8. Represented Khandwala College at any University Cultural Festival and have won prize will be entitled to exemption on recommendation of their name by the Students Council in charge.

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Three Year Integrated Programme -

Six Semesters

Basic Structure: Distribution of Courses for TYBMS

1	Ability Enhancement Compulsory Course (AECC)	2 Papers of 3 Credits Hrs. each (Total Credits Hrs. $2*3=06$)	06
2	Skill Enhancement Compulsory Course (SEC)	2 Papers of 2 Credits Hrs. each (Total Credits Hrs. $2*2 = 04$) 1 Paper of 4 Credits Hrs. each (Total Credits Hrs. $1*4 = 04$)	08
3	Core Course (CC)	14 Papers of 3 Credits Hrs. each (Total Credits Hrs. $14*3= 42$) 02 Papers of 2 Credits Hrs. each (Total Credits Hrs. $2*2= 04$) 03 Papers of 4 Credits Hrs. each (Total Credits Hrs. $3*4= 12$)	58
4	Discipline Specific Compulsory Course (DSC)	4 Papers of 3 Credits Hrs. each (Total Credits Hrs. $4*3=12$)	12
5	Discipline Specific Elective (DSE)	12 Papers of 3 Credits Hrs. each (Total Credits Hrs. $12*3= 36$)	36
	Total Credits Hrs		120

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Three Year Integrated Programme -

Six Semesters

Basic Structure: Distribution of Courses for FYBMS & SYBMS

1	Ability Enhancement Compulsory Course (AECC)	2 Papers of 3 Credits Hrs. each (Total Credits Hrs. $2*3=06$)	06
2	Skill Enhancement Compulsory Course (SEC)	4 Papers of 3 Credits Hrs. each (Total Credits Hrs. $2*3$) = 12 1 Paper of 4 Credits Hrs. each (Total Credits Hrs. $1*4$) = 4	16
3	Core Course (CC)	14 Papers of 3 Credits Hrs. each (Total Credits Hrs. $2*2$) = 42 02 Papers of 2 Credits Hrs. each (Total Credits Hrs. $14*3$) = 4 03 Papers of 4 Credits Hrs. each (Total Credits Hrs. $3*4$) = 12	58
4	Discipline Specific Compulsory Course (DSC)	4 Papers of 3 Credits Hrs. each (Total Credits Hrs. $4*3$) =12	12
5	Discipline Specific Elective (DSE)	12 Papers of 3 Credits Hrs. each (Total Credits Hrs. $12*3$) = 36	36
6	GE -1 (Generic Elective)	1 paper with 4 credits Hrs. each (Total Credits Hrs. $01*4$) =04	04
	Total Credits		132

Total BMS Credits for FYBMS and STBMS

Sr. No	Semester	Credit points
1	Semester I	21
2	Semester II	21
3	Semester III	24
4	Semester IV	20
5	Semester V	27
6	Semester VI	19
	Total Credits	132

Bachelor of Management Studies (BMS.) Programme
Under Choice Based Credit, Grading and Semester System
Curriculum Framework
(Implemented during Academic year 2021-22) 132 credits (60:40)

FIRST YEAR

Sr. No.	Semester I	Subject code	Credits	Sr. No.	Semester II	Subject code	Credits
	<i>Ability Enhancement Compulsory Course (AECC)</i>				<i>Ability Enhancement Compulsory Course (AECC)</i>		
1	AECC – 1 Business Communication – 1	2111UMSBC	3	1	AECC- 2 Business Communication-II	2121UMSBC	3
	<i>Skill Enhancement Compulsory Course (SEC)</i>				<i>Skill Enhancement Compulsory Course (SEC)</i>		
2	SEC – 1 Foundation Course – 1	2112UMSFC	3	2	SEC – 2 Foundation Course II (Value Education and Soft Skills)	2122UMSFC	3
	<i>Core Course (CC)</i>				<i>Core Course (CC)</i>		
3.	CC – 1 Foundation of Human Skills	2013UMSHS	3	3.	CC – 4 Business Environment	2023UMSBV	3
4.	CC – 2 Business Law	2114UMSBL	3	4.	CC – 5 Business Mathematics	2024UMSBM	3
5	CC – 3 Business Statistics	2015UMSBS	3	5	CC – 6 Industrial Law	2125UMSIL	3
	<i>Discipline Specific Compulsory Course (DSC)</i>				<i>Discipline Specific Compulsory Course (DSC)</i>		
6	DSC-1 Introduction to Financial Accounts	2116UMSFA	3	6	DSC-3 Principles of Marketing	2026UMSPM	3
7	DSC-2 Principles of Management	2017UMSP M	3	7	DSC-4 Business Economics I	2027UMSBE	3
	TOTAL		21		TOTAL		21

SECOND YEAR

(Implemented during Academic year 2022-23) 132 credits (60:40)

Sr. No.	Semester III	Subject code	Cre dits	Sr. No.	Semester IV	Subject code	Cre dits
	Core Course (CC)				Core Course (CC)		
1	CC – 7 Personal Effectiveness Management	2231UMSPEM	3	1	CC – 12 Business Economics II	2241UMSBE	3
2	CC – 8 Business Planning and Entrepreneurial Management	2232UMSBEM	3	2	CC – 13 Business Research Methods	2242UMSBRM	3
3	CC – 9 Accounting for Managerial Decisions	2233UMSAMD	3	3	CC – 14 Change Management	2243UMSCM	3
4	CC – 10 Strategic Management	2234UMSSM	3	4	CC – 15 Production & Total Quality Management	2244UMSPQM	3
5	CC – 11 Information Technology in Business Management – I	2235UMSITB	2	5	CC – 16 Information Technology in Business Management II	2245UMSIBM	2
	SEC -3 Tally Prime & Excel	2238UTPXL	4				
	Discipline Specific Elective (DSE)				Discipline Specific Elective (DSE)		
	Discipline Specific Elective (DSE-1,2) Any two of GROUP A- FINANCE				Discipline Specific Elective (DSE-3,4) Any two of GROUP A- FINANCE		
6	Equity and Debt Market	2236UMSEDM	3	6	Strategic Cost Management	2246UMSSCM	3
7	Corporate Finance	2237UMSCF	3	7	Corporate Restructuring	2247UMSCR	3
8	Basics of Financial services	2239UMSBFS	3	8	Financial Institution & markets	2248UMSFIM	3
9	Introduction to Cost accounting	2239UMSICA	3	9	Auditing	2248UMSA	3
	Discipline Specific Elective (DSE-1,2) Any two of GROUP B- MARKETING				Discipline Specific Elective (DSE-3,4) Any two of GROUP B- MARKETING		
10	Consumer Behaviour	2236UMSCB	3	10	Integrated Marketing Communication	2246UMSIMC	3
11	Product Innovations Management	2237UMSPIM	3	11	Event Marketing	2247UMSEM	3
12	Advertising	2239UMSAD	3	12	Rural Marketing	2248UMSRM	3
13	Social Marketing	2239UMSSM	3	13	Tourism Marketing	2248UMSTM	3
	TOTAL		24		TOTAL		20

** The learner has to choose from Group A (Finance) or Group B (Marketing)

THIRD YEAR
(Implemented during Academic year 2022-23) **128 credits** (60:40)

Sr No	Semester V	Subject code	Cre dits	Sr. No.	Semester VI	Subject code	Cre dits
	Core Course (CC)				Core Course (CC)		
1	CC-17 Logistics and Supply Chain Management	2251UMSLSM	4	1	CC-19 Operation Research	2261UMSOR	4
2	CC-18 Analytical Skills for Managers	2252UMSASM	4	Compulsory Course (SEC) Skill Enhancement			
				2.	SEC- 3 Research Based Project Work	2262UMSRPW	2
3	Internship	2253UMSIP	2				
	Discipline Specific Elective (DSE)				Discipline Specific Elective (DSE)		
	Discipline Specific Elective (DSE-5,6,7,8) (Any FOUR of Group A- FINANCE)				Discipline Specific Elective (DSE-9,10,11,12) (Any FOUR of group A- FINANCE)		
4	Investment Analysis and Portfolio Management	2254UMSIPM	3	3	International Finance	2263UMSIF	3
5	Wealth Management	2255UMSWM	3	4	Innovative Financial Services	2264UMSIFS	3
6	Direct Taxes	2256UMSDT	3	5	Project Management	2265UMSPM	3
7	Commodity Markets and Derivatives	2257UMSCDM	3	6	Indirect Taxes	2266UMSIDT	3
8	Financial Accounting	2258UMSFA	3	7	Strategic Financial Management	2267UMSSFMM	3
9	Risk Management	2258UMSRM	3	8	Financing Rural Development	2267UMSFRD	3
	Discipline Specific Elective (DSE-5,6,7,8) (Any FOUR of group B- MARKETING)				Discipline Specific Elective (DSE-9,10,11,12) (Any FOUR of group B- MARKETING)		
10	Service Marketing	2254UMSSM	3	9	Brand Management	2263UMSBM	3
11	E-Commerce and Digital Marketing	2255UMSEDM	3	10	Retail Management	2264UMSRM	3
12	Sales and Distribution Management	2256UMSSDM	3	11	Sports Marketing	2265UMSSM	3
13	Customer Relationship Management	2257UMSCRM	3	12	Media Planning and Management	2266UMSMPPM	3
14	Industrial Marketing	2258UMSIM	3	13	International Marketing	2267UMSIM	3
15	Strategic Marketing Management	2258UMSSMM	3	14	Marketing of non-Profit organization	2267UMSMNO	3
	TOTAL		22		TOTAL		18

**** The learner has to choose from Group A (Finance) or Group B (Marketing)**

Nagindas Khandwala College (Autonomous)

**Syllabus and Question Paper Pattern
of Courses of**

Bachelor of Management Studies (BMS) Programme

First Year

Semester I and II

Under Choice Based Credit, Grading and Semester System

(Implemented during Academic Year 2022-23)

Bachelor of Management Studies (BMS.) Programme
Under Choice Based Credit, Grading and Semester System
Curriculum Framework
(Implemented during Academic year 2021-22) 132 credits (60:40)

FIRST YEAR

Sr. No.	Semester I	Subject code	Credits	Sr. No.	Semester II	Subject code	Credits
	<i>Ability Enhancement Compulsory Course (AECC)</i>				<i>Ability Enhancement Compulsory Course (AECC)</i>		
1	AECC – 1 Business Communication – 1	2111UMSBC	3	1	AECC- 2 Business Communication-II	2121UMSBC	3
	<i>Skill Enhancement Compulsory Course (SEC)</i>				<i>Skill Enhancement Compulsory Course (SEC)</i>		
2	SEC – 1 Foundation Course – 1	2112UMSFC	3	2	SEC – 2 Foundation Course II (Value Education and Soft Skills)	2122UMSFC	3
	<i>Core Course (CC)</i>				<i>Core Course (CC)</i>		
3.	CC – 1 Foundation of Human Skills	2013UMSHS	3	3.	CC – 4 Business Environment	2023UMSBV	3
4.	CC – 2 Business Law	2114UMSBL	3	4.	CC – 5 Business Mathematics	2024UMSBM	3
5	CC – 3 Business Statistics	2015UMSBS	3	5	CC – 6 Industrial Law	2125UMSIL	3
	<i>Discipline Specific Compulsory Course (DSC)</i>				<i>Discipline Specific Compulsory Course (DSC)</i>		
6	DSC-1 Introduction to Financial Accounts	2116UMSFA	3	6	DSC-3 Principles of Marketing	2026UMSPM	3
7	DSC-2 Principles of Management	2017UMSP M	3	7	DSC-4 Business Economics I	2027UMSBE	3
	TOTAL		21		TOTAL		21

**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester I
(Implemented during Academic Year 2021-22)**

1. Business Communication- I

*(Implemented during Academic Year 2021-22)
(wef 2021-22)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Theory of Communication	11
2	Business Etiquettes	11
3	Corporate Correspondence	11
4	Business Correspondence, Language and Writing Skills	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

- CO1:** Demonstrates an understanding of the methods and modes of communication. (Level: Understand)
- CO2:** Illustrate ability in writing business and personal letters. (Level: Apply)
- CO3:** Analyse corporate communication. (Level: Analyse)
- CO4:** Prepare reports and paragraphs on a given situation. (Level: Apply)

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Theory of Communication	11
	<ul style="list-style-type: none"> • Concept of Communication: Meaning, definition, process, need, feedback, emergence of Communication as a key concept in the corporate and global world. Impact of technological advancements on communication. • Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine. • Objectives of Communication: Information, advice, order and instruction, persuasion, motivation, education, warning, and boosting the morale of employees (A brief introduction to these objectives to be given). • Methods and Modes of Communication: Methods: verbal and nonverbal, characteristics of verbal communication, characteristics of non-verbal communication. • Modes: Computers and E- communication Video and Satellite Conferencing. 	
2	Business Etiquettes	11
	<ul style="list-style-type: none"> • Work Etiquettes Do's and Don'ts of office behaviour. Principles that are utilized by office employees to show proper etiquette. Importance of handshakes, eye contact, proper introduction at work. • Telephone / Mobile Etiquettes Understanding the importance of good spoken language while communicating over telephone. Knowing the importance of time, when to pick the phone and duration of a telephonic conversation. Importance of voice modulation and understanding transference of emotions even over a telephonic conversation. • Dining Etiquettes Dining etiquettes during offline meetings, online meetings, during breakfast and lunch conferences and Dinner Galas and events. How to order your meal, what utensils to use and how to use them, and knowing proper table etiquette. • Email Writing Etiquettes Importance of official Email Writing Etiquettes, Do's and Don'ts of the official English language to be used while drafting emails. Understanding the ill-effects of usage of texting language and short forms. • Social Etiquettes How to converse in a social setting. Conducting official calls in public places. 	
3	Corporate Communication	11

	<ul style="list-style-type: none"> • Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers. • Listening: Importance of listening skills, cultivating good listening skills. • Corporate communication: Conflicts in understanding the clients effectively and client Retention. • Ethics in Corporate Communication: Importance of ethics in communication, Unethical practices in communication. • Ethical issues: Organisational policies; information ownership Operational issues: security of information; backups; health and safety; Organisational policies. 	
4	Business Correspondence, Language and Writing Skills	12
	<ul style="list-style-type: none"> • Theory of Business Letter Writing: Parts, structure, layouts—full block, modified block, semi - block, principles of effective letter writing, principles of effective email writing. • Personnel Correspondence: Statement of purpose, job application letter and resume, letter of acceptance of job offer, letter of resignation, letter of appointment, promotion and termination, letter of recommendation. • Commercial Terms used in Business Communication: Paragraph Writing: Developing an idea, using appropriate linking devices, etc. Cohesion and coherence, self-editing, etc. [Interpretation of technical data, Composition on a given situation, a short informal report etc.] • Activities: Listening comprehension, remedial teaching, speaking Skills: presenting a news item, dialogue and speeches. Paragraph writing: preparation of the first draft, revision and self – editing, rules of spelling, reading comprehension: analysis of texts from the fields of commerce and management. 	

Reference Books: -

- A Practical Handbook for Consumers, IBH, Agarwal, Anju D, (1989)
- Organisational Management through Communication, Alien, R.K. (1970)
- A Handbook Of Commercial Correspondence, Ashley,A, Oxford University Press, (1992)
- Organisational Behaviour, Aswalthapa, K, Himalayan Publication, Mumbai (1991)
- Effective Credit Management, Atreya N and Guha MMC School of Management, Mumbai (1994)
- Modern Business Correspondence and Minute Writing, Bahl,J.C. and Nagamia,S.M. (1974)
- Effective Communication, Balan,K.R. and Rayudu C.S. Beacon New Delhi (1996)
- How to Write First Class Business Correspondence, N.T.C, Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) Publishing Group USA.(1998)

- Foundation of Ethics in Management, Businessworld Special Collector's Issue: Ethics and the Manager, Banerjee, Bani P, Excel Books (2005)
 - Making Meetings Work, Barkar, Alan (1993) Sterling Publications Pvt. Ltd., New Delhi, (1993)
 - Business Organisation and Management, Basu,C.R , T.M.H.New Delhi,(1998)
 - Business and Professional Communication Concepts and Practices, Benjamin, James Harper Collins College Publishers, New York. (1993)
 - Company Notices, Meetings and Regulations, Bhargava and Bhargava, Taxman Publication (1971)
 - Practical Public Relations, Black, Sam E.L.B.S. London (1972)
 - Business Communication, Today, Bovee Courtland,L and Thrill, John McGraw Hill, New York, Taxman Publication(1989)
 - Argenti P – Corporate Communication (Irwin McGraw-Hill, 1998) ISBN 0256-21723-8
 - Davies C – Finding and Knowing: psychology, information and computers (Routledge, 2004) ISBN0851424546
 - Lowe M – Business Information at Work (Europa Publications, 1999) ISBN 0851424031
 - Niederst J – Web Design in a Nutshell: A Desktop Quick Reference (O'Reilly, 2001) ISBN 0596001967
 - Business Class: Etiquette Essentials for Success at Work
 - The Simple Art of Business Etiquette: How to Rise to the Top
 - The Etiquette Advantage in Business: Personal Skills for Professional Success
 - Business Etiquette for Dummies
 - Everyday Etiquette: How to Navigate 101 Common and Uncommon Social Situations
 - Modern Etiquette for a Better Life: Master All Social and Business Exchanges
 - The Etiquette Edge: Modern Manners for Business Success
 - Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy
 - Modern Manners: Tools to Take You to the Top
 - Websites
- news.bbc.co.uk/1/hi/business The business pages of the BBC website
- www.bized.co.uk A business education resource site
- www.thetimes100.co.uk The Times 100 case studies
- Delivery of personal, learning and thinking skills

2.Foundation Course –I

(Implemented during Academic Year 2021-22)

(wef 2021-22)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Overview of Indian Society	11
2	Concept of Disparity-1	11
3	Concept of Disparity-2	11
4	The Indian Constitution and Political Process	12
Total		45
		3 Credits

Objectives:

1. The subject helps in understanding the multi-cultural diversity of Indian Society through various segments.
2. The subject explains the Philosophy of Indian constitution and its impact on Political process.

Course Outcomes:

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

CO1: Describe the cultural diversity of Indian Society. (Level: Understand)

CO2: Distinguish between diversity in society due to gender, caste system and culture. (Level: Analyse)

CO3: Discuss the philosophy of the various disparities in India. (Level: Understand)

CO4: Analyse the political system in India. (Level: Analyse)

Detailed Syllabus

Sr. No.	Modules / Units	No. of Hours
1	Overview of Indian Society	11
	<ul style="list-style-type: none"> • Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender. • Principle of secularism, secularism in India, concept of linguistic diversity in relation to the Indian situation; understand regional variations according to rural, urban and tribal characteristics; understanding the concept of diversity as a difference. 	
2	Concept of Disparity- 1	11
	<ul style="list-style-type: none"> • Disparity: Meaning, concept, disparity arising out of stratification and inequality. • Gender Disparities: Disparities arising out of gender, violence against men and women, domestic violence, female feticide. Sexual harassment at work place and legal provisions. POCSO ACT 2019, Portrayal of women in media. • LGBT: Understanding LGBT, disparities, LGBT Rights. 	
3	Concept of Disparity-2	11
	<ul style="list-style-type: none"> • Caste system: Examine inequalities manifested due to the caste system and inter-group conflicts. Impact of caste system in India. • Communalism: Concept, communalism in India, effect of communalism, inter-group conflicts arising out of communalism. • Regional disparities: Concept, causes of regional disparities, growth disparities, Economic disparities, social disparities, conflicts arising out of regionalism and linguistic differences. • Disparities faced by especially abled people: Physical and mental disability, inequalities faced by people with disabilities. 	
4	The Indian Constitution and political processes	12
	<ul style="list-style-type: none"> • Basic features of the Constitution, Philosophy of the Constitution as set out in the Preamble; the structure of the Constitution-the Preamble, main body and schedules. • Fundamental duties of the Indian Citizen. Significance of current political scenario in the light of communal harmony. • Political processes in contemporary India, Political parties in India, Changing trends in party system in India, State politics in India. 	

	<ul style="list-style-type: none"> Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics, Corporate glass ceiling and equal opportunities for women 	
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Reference Books

- Social and Economic Problems in India, Naseem Azad, R Gupta Pub (2011)
- Indian Society and Culture, Vinita Padey, Rawat Pub (2016)
- Social Problems in India, Ram Ahuja, Rawat Pub (2014)
- Faces of Feminine in Ancient, medieval and Modern India, Mandakranta Bose Oxford University Press
- National Humana rights commission- disability Manual
- Rural, Urban Migration: Trends, challenges & Strategies, S Rajagopalan, ICFAI-2012
- Regional Inequilities in India Bhat L SSSRD- New Delhi
- Urbanisation in India: Challenges, Opportunities & the way forward, I J Ahluwalia, Ravi Kanbur, P K Mohanty, SAGE Pub (2014)
- The Constitution of India, P M Bakshi (2011)
- The Problems of Linguistic States in India, Krishna Kodesia Sterling Pub
- Politics in India: structure, Process and Policy SubrataMitra, Rouutlege Pub
- Politics in India, Rajani Kothari, Orient Blackswan
- Bagchi, K.K. (1 January 2011). Regional Disparities in India;s Socio-Economic Development. New Century Publications.
- Murari, A. P. (30 March 2019). *Political processes in contemporary India*. Pearson Education.

3. Foundation of Human Skills

*(Implemented during Academic Year 2021-22)
(wef 2017-18)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Understanding of Human Nature	11
2	Introduction to Group Behaviour	11
3	Organizational Culture	11
4	Organisational Creativity, Development and Work Stress	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr. No	Modules / Units	No of Hours
1	Understanding of Human Nature	11
	<ul style="list-style-type: none"> • Individual Behavior: Concepts of a man, individual differences, influence of environment. • Personality and attitude: Determinants of personality, personality traits theory, Big five model, personality traits important for organizational behavior like authoritarianism, locus of control, Machiavellianism, introversion – extroversion achievement orientation, self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, nature and components of attitude, functions of attitude, ways of changing attitude, reading emotions. 	
2	Introduction to Group Behavior	11
	<ul style="list-style-type: none"> • Thinking, Learning and Perception: Thinking skills, thinking styles and thinking hat, Managerial skills and development, learning characteristics, theories of learning, Intelligence type, Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. • Introduction to Group Behavior: <ul style="list-style-type: none"> ▪ Group dynamics: Nature, types, group behavior models (roles, norms, status, process, structures). ▪ Team effectiveness: nature, types of team, ways of forming an effective team. ▪ Setting goals. 	
3	Organizational Culture	11
	<ul style="list-style-type: none"> • Organizational process 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. • 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 organizational culture. 	
4	Organisational Creativity, Development and Work Stress	12

	<ul style="list-style-type: none"> • Motivation at workplace: concept of motivation, theories of motivation in an organizational set up. <ul style="list-style-type: none"> ▪ A. Maslow need hierarchy theory ▪ Herzberg Dual Factor theory ▪ McGregor theory X and theory Y • Organizational Creativity: Creativity and qualities of a creative person, ways of enhancing creativity for effective decision making, creative problem solving. <p>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.</p>	
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Reference Books

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

4. Business Law

(Implemented during Academic Year 2021-22)
(wef 2021-22)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	The Indian Contract Act, 1872 & The Sale of Goods Act, 1930	11
2	The Negotiable Instrument Act, 1881 & The Consumer Protection Act, 2019	11
3	The Company Act, 2013	11
4	Intellectual Property Rights (IPR)	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Apply the Consumer Protection Act, 2019. (Level: Apply)

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

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

Detailed Syllabus

Sr. No.	Modules / Units	No. of Hours
1	The Indian Contract Act, 1872 & The Sale of Goods Act, 1930	11
	<ul style="list-style-type: none"> • The Indian 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. • The 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	The Negotiable Instrument Act, 1881 & The Consumer Protection Act, 2019	11
	<ul style="list-style-type: none"> • The Negotiable Instrument Act, 1881: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, dishonour of Cheque. • The Consumer Protection Act, 2019: Objects of Consumer Protection, Concept of Consumer Protection Introduction of consumers, who is consumer?, Definition of Consumer , Meaning of the words “Goods and services” – meaning of the words “defects and deficiencies of goods and services”, Consumer disputes and complaints, Agencies to settle consumer disputes: Enhancement of pecuniary jurisdiction, Alternate Dispute Resolution – Mediation, E-complaints - E-Filing of Complaints , CCPA - Establishment of Central Consumer Protection Authority, Product Liability & Penal Consequences, Unfair Trade Practices, Penalties for Misleading Advertisement, Endorsers Liability. 	
3	The Company Act, 2013	11
	Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, meaning of transfer and transmission of shares.	
4	Intellectual Property Rights (IPR)	12
	<ul style="list-style-type: none"> • Intellectual Property Rights (IPR) <ul style="list-style-type: none"> ▪ 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). 	

Reference Books

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

5. Business Statistics

(Implemented during Academic Year 2021-22)
(wef 2017-18)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to statistics	11
2	Measures of dispersion, Co-Relation and Linear Regression	11
3	Time Series and Index Number	11
4	Probability and Decision theory	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Demonstrates an understanding of the concepts of Business Statistics.

(Level: Understand)

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

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

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

Detailed Syllabus

Sr.No.	Modules / Units	No of Hours
1	Introduction to Statistics	11
	<p>Origin and Growth of Statistics: Statistics science of arts, functions of statistics, importance of statistics, application of statistics and limitations of statistics.</p> <p>Collection of Data: Relevance of data (current scenario), Type of data (primary & secondary), primary (census vs samples), method of collection - primary data, drafting a questionnaire, sources of secondary data. sampling and methods of sampling.</p> <p>Presentation of Data: Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph (Frequency, Bar Diagram, Pie Chart, Histogram, Ogives).</p> <p>Measures Of Central Tendency: Mean (A.M, Weighted, Combined), Median (Calculation and graphical using Ogives), Mode (calculation and graphical using Histogram), Comparative analysis of all measures of Central Tendency.</p>	
2	Measures of Dispersion, Co-Relation and Linear Regression	11
	<p>Measures of Dispersion: Range with C.R (Co-Efficient of Range), Quartiles deviation with CQ (Co-Efficient of Quartiles), Mean Deviation from mean with CMD (Co-Efficient of Mean Deviation), Standard Deviation with CV (Co-Efficient of Variance), Skewness and Kurtosis, Problems based on Skewness and Kurtosis.</p> <p>Co-Relation: Concept, Application of Correlation, Scatter Diagram, Karl Pearson's Product Moment Coefficient, and Spearman's Rank Co-Relation Coefficient.</p> <p>Linear Regression: Concept, application, Least Square Method, usage in forecasting.</p>	
3	Time Series and Index Number	11
	<p>Time Series: Least Square Method, Moving Average Method, Determination of Season</p> <p>Index Number: simple (unweighted) average method, weighted aggregate method, simple average of price relatives, weighted average of price relatives, chain base Index number, base shifting, splicing and deflating, cost of living Index number</p>	
4	Probability and Decision Theory	12
	<p>Probability and Probability Distribution: Concept of sample space, concept of event, definition of probability, addition & multiplication of laws of probability, conditional probability, Bayes' Theorem, expectation & variance, concept of probability distribution, mathematical expectation and variance, binomial distribution, poisson distribution and normal distribution.</p> <p>Decision Theory: Acts, state of nature events, pay offs, and opportunity loss, decision making under certainty, decision making under uncertainty.</p> <p>Non-Probability: maximax, maximin, minimax, regret Laplace & Hurwicz</p>	

Reference Books

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

6. Introduction to Financial Accounts

(Implemented during Academic Year 2021-22)

(wef 2021-22)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Accounting Transactions	11
3	Depreciation Accounting and Trial Balance	11
4	Final Accounts	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Describe the accounting principles and accounting standards. (Level: Understand)

CO2: Describe the application of accounting standards. (Level: Understand)

CO3: Prepare trial balance and practice depreciation accounting. (Level: Apply)

CO4: Compute final accounts as per the Companies Act, 2013. (Level: Apply)

Detailed Syllabus

Sr. No.	Modules / Units	No. of Hours
1	Introduction	11
	<ul style="list-style-type: none"> • Meaning and Scope of Accounting: Need and development, definition, book-Keeping and accounting, persons interested in accounting, branches of accounting, objectives of accounting. • Accounting principles: Introductions to concepts and conventions. • Introduction to Accounting Standards: Meaning and scope. <ul style="list-style-type: none"> ▪ AS 1 : Disclosure to Accounting Policies ▪ AS 9: Revenue Recognition. ▪ AS 10: Property Plant and Equipment • International Financial Reporting Standards (IFRS)(Indian): Introduction to IFRS <ul style="list-style-type: none"> ▪ IAS-1: Presentation of Financial Statements (Introductory Knowledge) ▪ IAS-2: Inventories (Introductory Knowledge) • Accounting in Computerized Environment: Introduction, features and application in various areas of Accounting. 	
2	Accounting Transactions	11
	<ul style="list-style-type: none"> • Accounting transactions: Accounting cycle, Journal, Journal proper, opening and closing entries, relationship between journal & ledger: rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns & Cash Book – Triple Column), Bank Reconciliation Statement. • Expenditure: Classification of expenditure - Capital, revenue and deferred revenue expenditure, Unusual expenses: effects of error: criteria test. • Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts. • Profit or Loss: Revenue profit or loss, capital profit or loss. 	
3	Depreciation Accounting & Trial Balance	11
	<ul style="list-style-type: none"> • Depreciation accounting: Practical problem based on depreciation using SLM ,RBM and Units of Production Method (Where provision for depreciation account not maintained). • Preparation of Trial Balance: Introduction and preparation of Trial Balance. 	
4	Final Accounts	12

	<ul style="list-style-type: none"> • Introduction to Final Accounts of a sole proprietor. • Rectification of errors. • Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. • Preparation and presentation of Final Accounts in horizontal format. • Introduction to Financial Statements under schedule III of the Companies Act , 2013 	
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Reference Books

- Financial Accounts (a managerial emphasis), Ashok Banerjee , Excel books (2009)
- Fundamental of Accounting and Financial Analysis , Anil Choudhary ,Pearson education (2007)
- Indian Accounting Standards and IFRS for non-financial executives , T.P. Ghosh, Taxman (2011)
- Financial Accounting for Business Managers, Ashish K. Bhattacharya, PHI Learning Pvt Ltd (2016)
- Introduction to Accountancy, T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi (2009)
- Advance Accounts , Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi (2016)
- Advanced Accountancy , R.L Gupta , M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
- Modern Accountancy ,Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai (2016)
- Financial Accounting , LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi
- Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai
- Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi
- Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc
- Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida

7.Principles of Management

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr.No	Modules	No. of Hours
1	Nature of Management	11
2	Planning, Decision Making and Controlling	11
3	Organizational Management	11
4	Understanding Business Ethics , CSR and Leadership	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr.No.	Modules / Units	No of Hours
1	Nature of Management	11
	<p><u>Concept of management</u> – concept, significance, managerial grid. <u>Management in new millennium</u></p> <ul style="list-style-type: none"> • Four management functions • Mintzberg Managerial roles • Management as a set of skills <p>Evolution of Management - Contribution of F.W Taylor, Bureaucratic Management and Hawthorne Studies.</p>	
2	Planning, Decision Making and Controlling	11
	<p><u>Planning:</u> Meaning, importance, process, MBO, planning premises, pitfalls of planning, formal planning and opportunity planning. <u>Decision Making:</u> Meaning, importance, process, techniques, difference between planning and decision making, cognitive biases and decision making. <u>Controlling:</u> Meaning, process, techniques. Close relationship of planning and controlling.</p>	
3	Organizational Management	11
	<p><u>Organizing:</u> Meaning, importance, features <u>Managing the structure (vertical dimensions of organizational structure)</u></p> <ul style="list-style-type: none"> ○ Unity of command ○ Authority, Responsibility & Accountability ○ Span of control ○ Centralization and Decentralization <p><u>Managing the structure (horizontal dimensions of organizational structure)</u></p> <ul style="list-style-type: none"> ○ Line structure ○ Funnel structure ○ Divisional structure ○ Matrix Structure <p><u>Directing : Meaning and process</u></p>	
4	Understanding Business Ethics , CSR and Leadership	12
	<p><u>Business Ethics:</u> Meaning, purpose and scope of Business Ethics towards society and stakeholders, 3 Cs of business Ethics, Myths about business ethics. <u>Corporate Social Responsibility:</u> Meaning, need, issues in CSR , ESG <u>Leadership:</u> Meaning, style, quality of good leader</p> <ul style="list-style-type: none"> ○ Power: The key to leadership. ○ Models of leadership: Trait model, Behaviour model, Contingency model ○ Transformational leadership: Meaning, Transformational and Transactional Leadership. ○ Great leaders: their style, activities and skills (Dhirubhai Ambani, Ratan Tata, Anand Mahindra, Bill Gates, Satya Nadella, Mark Zuckerberg). 	

Reference Books

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

Evaluation Scheme

Continuous Internal Evaluation:

Evaluation Process	Marks
Class test (Average of 4 tests converted to out of 20 Marks in online mode)	20
Project, Presentation, Assignment (10 marks)	15
Active Class Participation and Attendance	05
Total	40

Internal Question Paper Pattern For Non- Accounting/Mathematical Papers

Q.No.1	State True or False/ Fill in the Blanks / Match the Columns	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 = 10marks

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 except

Foundation Course

Question No.	Particulars	Marks
Q1 a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q2 a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q3 a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q4 a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)

Note:

1. Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.

Theory Paper will be of 60 Marks

Paper Patten for Foundation Course

Question No.	Particulars	Marks
Q1	Full Length Question OR	15 Marks
Q1	Full Length Question	15 Marks
Q2	Full Length Question OR	15 Marks
Q2	Full Length Question	15 Marks
Q3	Full Length Question OR	15 Marks
Q3	Full Length Question	15 Marks
Q4	Full Length Question OR	15 Marks
Q4	Full Length Question	15 Marks

Note:

- 1. The question can be asked from any part of the syllabus however the teacher is expected to cover the whole syllabus.*
- 2. Theory Question of 15 Marks may be divided into 2-sub question of 7/8 or 10/5 marks. Case study may include 2 question of 7/8 marks or 3 questions of 5 marks each.*

**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester II
(Implemented during Academic Year 2021-22)**

1. Business Communication- II
(Implemented during Academic Year 2021-22)
(wef 2021-22)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Reading and Presentation Skills	11
2	Group Communication	11
3	Business Correspondence	11
4	Language and Writing Skills	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

CO3: Prepare trade letters. (Level: Apply)

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

Detailed Syllabus

Sr. No.	Modules / Units	No. of Hours
1	Reading and Presentation Skills	11
	<ul style="list-style-type: none"> • Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading. SQ3R technique of reading. Speed reading, understanding various techniques of speed reading to make reading an enjoyable experience. To be able to read more books at less amount of time and help better retention of content. • Presentations: Principles of effective presentation. How to make a Power-Point presentation. Making an Effective presentation. • How to communicate on camera online and offline Understanding elevator pitch, how to speak on camera, being presentable on camera. How to speak better off line. 	
2	Group Communication	11
	<ul style="list-style-type: none"> • Listening Skills Level 2 Developing better listening skills to communicate with teams. To understand the importance of listening to be able to respond to interview questions well, physically and mentally present at meetings and presentations. • Interviews: Group Discussion, preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit. • Meetings: Need and Importance of meetings, how to a conduct of meeting, group dynamics, role of the chairperson, role of the participants, drafting of notice, agenda and resolutions. Understanding do's and don'ts of online meetings. • Conference: Meaning and importance of Conference, organizing a conference. Modern Methods: Video and Tele – Conferencing. • Public Relations: Meaning, functions of PR department, external and internal measures of PR. Understanding organizational culture of different countries and its effects on communication. 	
3	Business Correspondence	11
	<ul style="list-style-type: none"> • Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) . • Only following to be taught in detail: - Letters of Inquiry, letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act. [Teachers must provide the students with theoretical 	

	constructs wherever necessary in order to create awareness. However students should not be tested on the theory].	
4	Language and Writing Skills	12
	<ul style="list-style-type: none"> • Grammar : Learning basic English grammar and it's usage in business communication. Understanding how to write correct and official English. Bridging the gap between other languages and English. • Reports: Parts, types, feasibility reports, Investigative Reports. • Summarization: Identification of main and supporting/sub points presenting these in a cohesive manner. • Social Media and Communication How is Social Media affecting communication. Understanding Facebook and Twitter as new ways of communication. How to tweet on Twitter? Tips for effective tweets. Significance of writing social media posts and blogs on professional website like LinkedIn. Do's and Don'ts of behavior on social media. 	

Reference Books

- A Practical Handbook for Consumers, IBH, Agarwal, Anju D, (1989)
- Organisational Management through Communication, Alien, R.K.(1970)
- A Handbook Of Commercial Correspondence, Ashley,A, Oxford University Press, (1992)
- Organisational Behaviour, Aswalthapa, K , Himalayan Publication, Mumbai (1991)
- Effective Credit Management, Atreya N and Guha MMC School of Management, Mumbai (1994)
- Modern Business Correspondence and Minute Writing, Bahl,J.C. and Nagamia,S.M. (1974)
- Effective Communication, Balan,K.R. and Rayudu C.S. Beacon New Delhi (1996)
- How to Write First Class Business Correspondence, N.T.C, Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) Publishing Group USA.(1998)
- Foundation of Ethics in Management, Businessworld Special Collector's Issue: Ethics and the Manager, Banerjee, Bani P, Excel Books (2005)
- Making Meetings Work, Barkar, Alan(1993)Sterling Publications Pvt. Ltd., New Delhi,(1993)
- Business Organisation and Management, Basu,C.R , T.M.H.New Delhi,(1998)
- Business and Professional Communication Concepts and Practices, Benjamin, James Harper Collins College Publishers, New York.(1993)
- Company Notices, Meetings and Regulations , Bhargava and Bhargava, Taxman Publication (1971)
- Practical Public Relations, Black, Sam E.L.B.S. London (1972)
- Business Communication, Today, Bovee Courtland,L and Thrill, John McGraw Hill, New York, Taxman Publication(1989)
- Speed Reading with the Right Brain by David Butler.
- Speed Reading: Learn to Read a 200+ Page Book in 1 Hour by Kam Knight

- The Global Business Culture Guide: Hints and Caveats for Doing Business in 50 Countries around the World
- The art of doing business across cultures - Craig Storti

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

(Implemented during Academic Year 2021-22)
(wef 2021-22)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Globalization and Indian Society	10
2	Human Rights	11
3	Ecology	12
4	Disaster Management	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

(Level: Understand)

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

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

(Level: Understand)

CO4: Understand the concept of disaster management (Level: Understand)

Detailed Syllabus

Sr. No	Modules /Units	No. of Hours
1	Globalization and Indian Society	10
	<p>Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization.</p> <p>Corporate farming Concept, significance. Impact of corporate farming on agrarian sector.</p> <p>Rural development in India, issues and solutions.</p>	
2	Human Rights	11
	<p>Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution .</p>	
3	Ecology	12
	<p>Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life, Importance of Environment Studies in the current developmental context.</p> <p>Environmental Degradation- causes and impact on human life; Sustainable development- concept and components; poverty and environment.</p> <p>Climate change – Concept, global warming and solutions</p> <p>Human Rights and Climate change - Multi faceted nature of climate change, Human dimensions of climate change, Link between human rights and climate change.</p>	
4	Disaster Management	12
	<p>Understanding disasters, types of disasters, Measures for prevention of disasters.</p> <p>Disaster management – concept and definition, objectives and principles of disaster management, Skills sets of a disaster manager, Disaster management strategies, Holistic nature of disaster management, National agencies for disaster management in India, Global context of disaster management.</p>	

Reference Books:

- A decade of economic reforms in India (The past, the present, the future)-Edited by Raj Kapila and Uma Kapila, Academic Foundation (2002)
- Impact of the policies of WTO on Indian agriculture - S. Nehru, Serial Pub. (2012)
- Privatisation of public enterprises – Emerging dimensions – Edited by G.S. Batra, NarinderKaur ,Anmol Pub. (1995)
- Economics of development – Dwight Perkins, Steven Radelet, David Lindauer, Norton company (2006)
- Industrial Policy and economic development in India (1947 -2012) – AnupChatterjeeNew Century Pub. (2012)
- Globalisation and development of backward areas – Edited by G. Satyanarayana New Century Pub. (2007)
- Contemporary issues in globalisation – An introduction to theory and policy in India SoumyenSikder , Oxford University Press (2002)
- Environmental Studies – Dr. Vijay Kumar Tiwari , Himalayan Pub. (2010)
- Ecology and environment – Benu Singh, Vista International Pub. (2006)
- Universal Human Rights : In theory and practice, Jack Donnelly, (2014)
- Stress Management – Dr. N. Tejmani Singh ,Maxford books (2011)
- Stress blasters – Brian Chchester, Perry Garfinkel and others , Rodale Press (1997)
- Atapattu, S. (Routledge). *Human Rights Approaches to Climate Change: Challenges and Opportunities*. New York : Routledge.
- Rajagopal, S. (2005). *Disaster Management: A Reader*. Noida : Vikas Publishing House Pvt Ltd .

3. Business Environment

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

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Business Environment	11
2	Political and Legal environment	11
3	Social and Cultural Environment, Technological environment and Competitive Environment	11
4	International Environment	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Discuss the concepts of micro and macro business environment.

(Level: Understand)

CO2: Describe the political and legal environment in India. (Level: Understand)

CO3: Appraise the social, cultural, technological and competitive Environment. (Level: Analyse)

CO4: Demonstrate an understanding of the international environment with respect to GATT/WTO, globalization and FDIs. (Level: Apply)

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Introduction to Business Environment	11
	<ul style="list-style-type: none"> • Business: Meaning, Definition, Nature and Scope, Types of Business Organizations • Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment. • Introduction to Micro-Environment: <ul style="list-style-type: none"> ▪ Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity ▪ External Environment: Firm, customers, suppliers, distributors, Competitors, Society. • Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal). • Responding to Different business environment: Analysis of business environment, SWOT analysis. • 	
2	Political and Legal environment	11
	<ul style="list-style-type: none"> • Political Institutions: Legislature, Executive, Judiciary, Role of government in business, legal framework in India. • Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy. • Impact of business on Private sector, Public sector and Joint sector. • Sunrise sectors of India Economy. Challenges of Indian economy. 	
3	Social and Cultural Environment, Technological environment and Competitive Environment	11
	<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	12

	<ul style="list-style-type: none"> ● International Environment – <ul style="list-style-type: none"> ▪ GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. ▪ Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. ▪ MNCs: Definition, meaning, merits, demerits, MNCs in India ▪ FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India. ● Challenges faced by International Business and Investment Opportunities for Indian Industry. 	
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Reference Books

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

<https://www.wto.org>

4. Business Mathematics

(Implemented during Academic Year 2021-22)
(wef 2017-18)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Elementary Financial Mathematics	11
2	Matrices and Determinants	11
3	Derivatives and Application of Derivatives	11
4	Numerical Analysis (Interpolation)	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

- CO1:** Illustrate understanding of elementary mathematics. (Level: Apply)
CO2: Explain matrices and determinants. (Level: Understand)
CO3: Describe the application of derivatives. (Level: Apply)
CO4: Understand numerical analysis. (Level: Understand)

Detailed Syllabus

Sr.No.	Modules / Units	No of hours
1	Elementary Financial Mathematics	11
	<p>Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest.</p> <p>Annuity: Present and future value-sinking funds.</p> <p>Depreciation of Assets: Equated Monthly Installments (EMI) using flat interest rate and reducing balance method.</p> <p>Permutation and Combination: (Simple Problems to be solved with the calculator only).</p>	
2	Matrices and Determinants	11
	<p>Determinants of a Matrix of order two or three: Properties and Results of Determinants, Solving a system of linear equations using Cramer's Rule.</p> <p>Matrices: Some important definitions and some important results, Matrix operation (Addition, Scalar Multiplication, Matrix Multiplication, Transpose of a Matrix), Inverse of a Matrix (Up to Order Three) using ad-joint of a matrix and matrix inversion method, Application of Matrices in Decision making. Case Studies: Input Output Analysis.</p>	
3	Derivatives and Application of Derivatives	12
	<p>Functions: Algebraic function and the functions used in business and Economics, Break Even and Equilibrium Point.</p> <p>Introduction and Concept: Derivatives of Constant Function, Logarithmic Functions, Polynomial and Exponential Function.</p> <p>Rules of Derivatives: Addition, Multiplication, Quotient, Second Order Derivatives.</p> <p>Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost, Total Revenue, Marginal Revenue, Average Revenue, Average and Marginal Profit, Price Elasticity of Demand.</p>	
4	Numerical Analysis (Interpolation)	11
	<p>Introduction and Concept: Finite Differences – Forward Difference Operator – Newton's Forward Difference Formula with simple examples.</p> <p>Backward Difference Operator – Newton's Backward Interpolation Formula with simple examples.</p>	

Reference Books

- Business Mathematics and Statistics Dr. S.R.Arora & Dr.Kavita Gupta
- Quantitative Analysis for Management Barry Render, Ralph Stair, Michael Hanna, T.N.Badri
- Quantitative Techniques in Management - N.D.Vohra
- Mathematics for Economics and Finance, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.
- Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications, 2006.
- Business Mathematics, J.K. Singh, 2009, Himalaya Publishing House.
- Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGraw Hill Publishing Company Ltd.
- Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima, Robert Browns Tata McGraw Hill Publishing Company Ltd
- Business Mathematics by Dr.Amarnath Dikshit & Dr.Jinendra Kumar Jain
- Business Mathematics by Bari - New Literature publishing company, Mumbai
- Mathematics for Economics and Business, RS Bhardwaj, 2010,Excel Books
- Business Mathematics, Zameerudin, Qazi, V.K. Khanna& S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi

5. Industrial Law

*(To be implemented in Academic Year 2021-22)
(wef 2021-22)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	The Industrial Relations Code, 2020	11
2	The Occupational Safety, Health and Working Conditions Code, 2020	11
3	The Code on Social Security, 2020	11
4	The Code on Wages 2019	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Discuss laws related to industrial Relations and Industrial Disputes.

(Level: Understand)

CO2: Apply the laws related to Health, Safety and Welfare. (Level: Apply)

CO3: Explain the concepts related to Social Legislation. (Level: Understand)

CO4: Demonstrate an understanding for laws related to Compensation Management.

(Level: Apply)

Detailed Syllabus

Sr. No.	Modules / Units	No. of Hours
1	The Industrial Relations Code, 2020	11
	<ul style="list-style-type: none"> • Industrial Dispute Act,1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure. • The Trade Union: Criteria for registration, Registration of Trade Union, Application for registration, alteration of name and procedure, Appeal against non-registration or cancellation of registration, Objects of general fund, composition of separate fund and membership fee of Trade Union. 	
2	The Occupational Safety, Health and Working Conditions Code, 2020	11
	<ul style="list-style-type: none"> • Definitions. • Registration of certain establishments. • Duties of Employer and Employees. • Occupational Safety and Health Standards. • Maintenance of registers, records and filing of returns. • Powers of Inspector-cum- Facilitators. • Special provision relating to employment of women. • General penalty for offences. • Social Security Fund. 	
3	The Code on Social Security, 2020	11
	<ul style="list-style-type: none"> • Employee's Provident Fund. • Employee's State Insurance Corporation. • Gratuity. • Maternity benefit. • Disability benefit. <p>Employee's compensation</p>	
4	The Code on Wages 2019	12
	<ul style="list-style-type: none"> • Objectives, Definition, Mode of payment of wages, Fixation of wage period, Authorized Deductions. • Payment of Bonus: Eligibility for bonus, Payment of bonus out of allocable surplus, Set on and set off of allocable surplus. 	

Reference books :-

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

6. Principles of Marketing

(Implemented during Academic Year 2021-22)
(wef 2017-18)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Marketing	11
2	Segmentation, Targeting, Positioning, MIS and Consumer Behaviour	11
3	Marketing Mix	11
4	Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the Digital Age	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Introduction to Marketing	11
	<p>Importance of marketing: Definition, Importance of marketing, The 4P's and 4C's of marketing. Marketing v/s Selling.</p> <p>Core Marketing Concepts Needs want and demand, Target markets, positioning & segmentation, Offering and Brands, Value and Satisfaction, Marketing Channels, Supply Chain, Competition, Marketing Environment.</p> <p>Company Orientation towards the Marketplace The Production Concept, The Product Concept, The selling Concept, The Marketing Concept, The Holistic Marketing Concept.</p> <p>Changes in the Marketing Place The new digital age, Rapid Globalization, Ethics and Responsibility Growth for Not-for-Profit Marketing.</p>	
2	Segmentation, Targeting, Positioning, MIS and Consumer Behavior	11
	<p>Segmentation – Meaning, importance, basis.</p> <p>Targeting – Meaning, evaluating market segments and selecting market segments, concentrated marketing, micromarketing, choosing a target marketing strategy.</p> <p>Positioning – Meaning, strategies, developing a positioning statement.</p> <p>MIS and Consumer Behaviour Meaning, features and Importance, Consumer Behaviour meaning, Importance, Factors affecting consumer behaviour.</p>	
3	Marketing Mix	11
	<p>Marketing mix: Meaning – elements of Marketing Mix.</p> <p>Product - Product Services and experience, Levels of Products, Product line decisions, Product mix decisions, New product development – failure of new product, Product life cycle strategies.</p> <p>Branding Strategy – Building strong brands, Brand equity and Managing Brands.</p> <p>Pricing – Objective, Factors influencing pricing policy and pricing strategy.</p> <p>Physical distribution – meaning, Factor affecting channel selection, types of marketing channels.</p>	
4	Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing and Marketing Strategies in the	12

Digital Age	
	<p>Advertising - Setting advertising objectives, Setting the advertising budget, Developing advertising strategy.</p> <p>Sales Promotion – Objectives, Major sales promotion tools.</p> <p>Public-Relations – Role and Impact of Public Relations, Major Public Relations tools.</p> <p>Personal Selling – Nature of Personal Selling, The role of sales force.</p> <p>Direct Marketing – The new direct marketing model, benefits and growth of direct marketing.</p> <p>Marketing Strategies in the Digital Age – E-Business, E-Commerce and E-Marketing, Benefits to buyer, Benefits to seller, E-Market domains (B2C, B2B, C2C, C2B), Click only versus Click and Mortar E-Marketers, Opportunities and Challenges to E-Marketing .</p>

Reference Books

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

7. Business Economics I

(Implemented during Academic Year 2021-22)
(wef 2020-21)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Demand analysis	11
3	Supply and Production Decisions and Cost of Production	11
4	Market structure and Pricing Method	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Demonstrate an understanding of demand analyses . (Level: Apply)

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

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

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Introduction	11
	<p>Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making.</p> <p>The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium.</p>	
2	Demand Analysis	11
	<p>Demand Function - nature of demand curve under different markets. Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts</p> <p>Demand estimation and forecasting: Meaning and significance - methods of demand estimation: survey and statistical methods (<i>Numerical illustrations on trend analysis and simple linear regression</i>).</p>	
3	Supply and Production Decisions and Cost of Production	11
	<p>Production function: short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale.</p> <p>Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (<i>hypothetical numerical problems to be discussed</i>), LAC and Learning curve - Break even analysis (<i>with business applications</i>).</p>	
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	12
	<p>Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly.</p> <p>Monopolistic competition: Equilibrium of a firm under monopolistic competition, debate over role of advertising. (<i>Topics to be taught using case studies from real life examples</i>)</p> <p>Oligopolistic markets: key attributes of oligopoly - Collusive and non-collusive oligopoly market - Price rigidity - Cartels and price leadership models. (<i>With practical examples</i>)</p> <p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing . (<i>Case studies on how pricing methods are used in business world</i>)</p>	

Reference Books

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

Evaluation Scheme

Continuous Internal Evaluation:

Evaluation Process	Marks
Class test (Average of 4 tests converted to out of 20 Marks in online mode)	20
Project, Presentation, Assignment (10 marks)	15
Active Class Participation and Attendance	05
Total	40

Internal Question Paper Pattern For Non- Accounting/Mathematical Papers

Q.No.1	State True or False/ Fill in the Blanks / Match the Columns	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 = 10marks

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 except

Foundation Course

Question No.	Particulars	Marks
Q1 a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q2 a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q3 a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q4 a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)

Note:

2. Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.

Theory Paper will be of 60 Marks

Paper Patten for Foundation Course

Question No.	Particulars	Marks
Q1	Full Length Question OR	15 Marks
Q1	Full Length Question	15 Marks
Q2	Full Length Question OR	15 Marks
Q2	Full Length Question	15 Marks
Q3	Full Length Question OR	15 Marks
Q3	Full Length Question	15 Marks
Q4	Full Length Question OR	15 Marks
Q4	Full Length Question	15 Marks

Note:

- 3. The question can be asked from any part of the syllabus however the teacher is expected to cover the whole syllabus.*
- 4. Theory Question of 15 Marks may be divided into 2-sub question of 7/8 or 10/5 marks. Case study may include 2 question of 7/8 marks or 3 questions of 5 marks each.*

Nagindas Khandwala College (Autonomous)

**Syllabus and Question Paper Pattern
of Courses of**

Bachelor of Management Studies (BMS) Programme

Second Year

Semester III and IV

**Under Choice Based Credit, Grading and Semester System
*(Implemented during Academic Year 2022-23)***

SECOND YEAR

(Implemented during Academic year 2021-22) 132 credits (60:40)

Sr. No.	Semester III	Subject code	Cre dits	Sr. No.	Semester IV	Subject code	Cre dits
	Core Course (CC)				Core Course (CC)		
1	CC – 7 Personal Effectiveness Management	2231UMSPEM	3	1	CC – 12 Business Economics II	2241UMSBE	3
2	CC – 8 Business Planning and Entrepreneurial Management	2232UMSBEM	3	2	CC – 13 Business Research Methods	2242UMSBRM	3
3	CC – 9 Accounting for Managerial Decisions	2233UMSAMD	3	3	CC – 14 Change Management	2243UMSCM	3
4	CC – 10 Strategic Management	2234UMSSM	3	4	CC – 15 Production & Total Quality Management	2244UMSPQM	3
5	CC – 11 Information Technology in Business Management – I	2235UMSITB	2	5	CC – 16 Information Technology in Business Management II	2245UMSIBM	2
	SEC -3 Tally Prime & Excel	2238UTPXL	4				
	Discipline Specific Elective (DSE)				Discipline Specific Elective (DSE)		
	Discipline Specific Elective (DSE-1,2) Any two of GROUP A- FINANCE				Discipline Specific Elective (DSE-3,4) Any two of GROUP A- FINANCE		
6	Equity and Debt Market	2236UMSEDM	3	6	Strategic Cost Management	2246UMSSCM	3
7	Corporate Finance	2237UMSCF	3	7	Corporate Restructuring	2247UMSCR	3
8	Basics of Financial services	2239UMSBFS	3	8	Financial Institution & markets	2248UMSFIM	3
9	Introduction to Cost accounting	2239UMSICA	3	9	Auditing	2248UMSA	3
	Discipline Specific Elective (DSE-1,2) Any two of GROUP B-MARKETING				Discipline Specific Elective (DSE-3,4) Any two of GROUP B-MARKETING		
10	Consumer Behaviour	2236UMSCB	3	10	Integrated Marketing Communication	2246UMSIMC	3
11	Product Innovations Management	2237UMSPIM	3	11	Event Marketing	2247UMSEM	3
12	Advertising	2239UMSAD	3	12	Rural Marketing	2248UMSRM	3
13	Social Marketing	2239UMSSM	3	13	Tourism Marketing	2248UMSTM	3
	TOTAL		24		TOTAL		20

**** The learner has to choose from Group A (Finance) or Group B (Marketing)**

2022-23

Nagindas Khandwala College (Autonomous)

**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester III
(Implemented during Academic Year 2021-22)**

1. Personal Effectiveness Management

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr No	Modules	No. of Hours
1	Self-Esteem and Positive Attitudes	11
2	Working with others	11
3	Valuing Diversity	11
4	Workplace Success	12
	Total	45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

Detailed Syllabus

Sr. No.	Modules / Units	
1	Self- Esteem and Positive Attitudes	11
	<ul style="list-style-type: none"> • Self-Esteem – What is self-esteem? Self-concept and self-esteem, how self-esteem is formed, causes of low self-esteem, depression and self-esteem, techniques to increase self-esteem- behavioural methods, cognitive methods, humanistic methods, assertiveness, and physical appearance as a source of self-esteem, improving body image. • Positive Attitudes – Definition, how attitudes develop, how attitudes are learned, attitudes and their influence on others, ways of improving attitudes, coping with other people’s negative attitudes. 	
2	Working with others	11
	<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	11
	<ul style="list-style-type: none"> • Diversity at the workplace – Understanding the workforce today, taking pride in one’s culture and understanding other’s perspective. • Cultural Conflicts – Understanding other cultures, managing language barriers, making cultural adjustments. • Discrimination – Prejudice and stereotyping, avoiding, resisting or fighting discrimination. 	
4	Workplace Success	12
	<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, 	

	<p>petty theft, expense account abuses, and alcohol abuse.</p> <ul style="list-style-type: none"> • Planning your career – Visualise success in your career, career goal, goal planning, how to leave a job. 	
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Reference Books:

Essential Reading:

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

Further Reading:

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

2. Business Planning and Entrepreneurial Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Foundations of Entrepreneurship Development	11
2	Types and Classification of Entrepreneurship	11
3	Entrepreneur Project Development and Business Plan	11
4	Venture Development	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Foundations of Entrepreneurship Development	11
	<ul style="list-style-type: none"> • Foundations of Entrepreneurship Development: Concept and need of entrepreneurship development, definition of entrepreneur, entrepreneurship, importance and significance of growth of entrepreneurial activities, characteristics and qualities of entrepreneur. • Theories of Entrepreneurship <ul style="list-style-type: none"> ➤ Innovation theory by Schumpeter, Theory of high achievement by McClelland, X-Efficiency theory by Leibenstein. ➤ Theory of Profit by Knight. ➤ Theory of social change by Everett Hagen. • External Influences on Entrepreneurship <ul style="list-style-type: none"> ➤ Development: Socio-cultural, political, economical, personal. ➤ Role of entrepreneurial culture in entrepreneurship development. 	
2	Types and Classification Of Entrepreneurs	11
	<ul style="list-style-type: none"> • Intrapreneur – Concept and development of Intrapreneurship. • Women Entrepreneur – Concept, development and problems faced by women entrepreneurs, development of women entrepreneurs with reference to Self Help Group. • Social Entrepreneurship – Concept, development of social entrepreneurship in India, importance and social responsibility of NGOs. • Entrepreneurial Development Program (EDP) – Concept, factor influencing EDP. Option available to entrepreneur. (Ancillarisation, BPO, Franchise, M&A) 	
3	Entrepreneur Project Development and Business Plan	11
	<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 and management, ownership. <ul style="list-style-type: none"> • Critical risk contingencies of the proposal, scheduling and milestones. 	
4	Venture Development	12
	Steps involved in starting of Venture. <ul style="list-style-type: none"> • Institutional support to an entrepreneur- e.g. NEN. • Venture funding, requirements of capital (fixed and working), sources of finance, problem of venture set-up and prospects. • 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:

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

3. Accounting for Managerial Decisions

(Implemented during Academic Year 2021-22)
(wef 2016-17)

Module at a Glance

Sr.No.	Modules	No. of Hours
1	Analysis and Interpretation of Financial statements	11
2	Ratio analysis and Interpretation	11
3	Cash Flow Statement	11
4	Working Capital	12
Total		45
		3 credits

Objectives:

1. To acquaint management learners with basic accounting fundamentals.
2. To develop financial analysis skills among learners.
3. The course aims at explaining the core concepts of business finance and its importance in managing a business

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr. No.	Modules / Units	No of hours
1	Analysis and Interpretation of Financial statements	11
	<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 and common size. 	
2	Ratio Analysis and Interpretation	11
	<p>Ratio analysis and Interpretation: (Based on vertical form of financial statements) including conventional and functional classification restricted</p> <p>Balance sheet ratios: Current ratio, liquid ratio, working capital ratio, proprietary ratio, debt equity ratio, capital gearing ratio.</p> <p>Revenue statement ratios: Gross profit ratio, expenses ratio, operating ratio, net profit ratio, net operating profit ratio, stock turnover ratio, debtors turnover, creditors turnover ratio.</p> <p>Combined ratios: Return on capital employed (including long term borrowings), return on proprietor's fund (shareholder fund and preference capital), and return on equity capital, dividend pay-out ratio, debt service ratio.</p> <p>Different modes of expressing ratios:-Rate, ratio, percentage, number. Limitations of the use of ratios.</p>	
3	Cash Flow Statement	11
	Preparation of cash flow statement (Accounting Standard-3 (revised)).	
4	Working Capital	12
	<p>Working capital - Concept, estimation of requirements in case of trading and manufacturing organizations.</p> <p>Receivables Management-Meaning and importance, credit policy variables, methods of credit evaluation (traditional and numerical-credit scoring); monitoring the debtor's techniques [DSO, ageing schedule].</p>	

Reference Books:-

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

4. Strategic Management

*(Implemented during Academic Year 2021-22)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Strategy Formulation	11
3	Strategic Implementation and control	11
4	International Strategies	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

CO3: Apply the principles of strategy formulation, implementation and control.
(Level: Apply)

CO4: Discuss international strategies. (Level: Understand)

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction	11
	<ul style="list-style-type: none"> • Strategy - Meaning, definition. • Strategic Management- Meaning, definition, importance. • Strategic management process, levels of strategy. • Concept and importance of Strategic Business Units (SBUs). • Strategic Intent-Mission, vision, goals, objective, plans. 	
2	Strategy Formulation	11
	<ul style="list-style-type: none"> • Environment Analysis and Scanning: SWOT, Resource Based View (RBV), Key Success Factor. • Models of strategy making. • Corporate Level Strategy (Stability, Growth, Retrenchment, Integration). • Business Level Strategy (Cost Leadership, Differentiation, Focus). • Functional Level Strategy (R&D, HR, Finance, Marketing, Production). 	
3	Strategic Implementation & Control	11
	<ul style="list-style-type: none"> • Strategic analysis and choices. • Strategic Implementation – Concept and process. • Strategic Management Tools - BCG Matrix, GE 9 Cell, Porter5 Forces, 7S Frame Work. • Organizational Structure – Line, line and staff, functional, divisional, matrix, relation between strategy and structure. • Strategic Evaluation and Control – Meaning, steps and techniques. 	
4	International Strategies	12
	<ul style="list-style-type: none"> • Opportunities and challenges from globalization. • Impact of national conditions on competitive advantage. • Pattern of global expansion and entry modes. • Strategies in geographical expansion. • Tapping the Mass – Market in emerging economies. • Competing with multinational firms, becoming a global contender. 	

Reference Books:

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

5. Information Technology in Business Management-I

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Modules at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to IT Support in Management	07
2	Office Productivity Software	09
3	E-Commerce and Consumer Oriented E- Commerce	07
4	E-Security Threats	07
Total		30
		2 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Introduction to IT Support in Management	07
	<ul style="list-style-type: none"> • Information Technology concepts. Concept of data, information and knowledge, Concept of database. • Introduction to Information Systems and its major components. Types and levels of information systems, Main types of IT support systems. • Computer based Information Systems (CBIS) Types of CBIS - brief descriptions and their interrelationships/hierarchies. <ul style="list-style-type: none"> • Office Automation System (OAS). • Transaction Processing System (TPS). • Management Information System (MIS). • Decision Support Systems (DSS). • Executive Information System (EIS). • Knowledge based system, Expert system. • Success and failure of Information Technology. Case Studies: - Failures of Nike and AT&T. • IT development trends. • Major areas of IT applications in management. <ul style="list-style-type: none"> • Concept of digital economy and digital organization. • IT resources. <p>Open Source Software - Concept and applications. Study of different operating systems. (Windows / Linux/ DOS).</p>	
2	Office Productivity Software	09
	<ul style="list-style-type: none"> • Learn Word: Creating/saving of Document, Editing and formatting features, Designing a title page, preparing index, Use of SmartArt, working with tables, Cross reference, bookmark and hyperlink, Mail merge, language tools. • Advanced Spreadsheets <ol style="list-style-type: none"> a) Multiple spreadsheets Creating and using templates, Creating and linking multiple spreadsheets, Add Headers/Footers to a workbook, Create formulas that use references to cells in different worksheets, Creating and using named ranges. b) Functions Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR, Database Functions VLOOKUP, HLOOKUP, Conditional logic functions IF, COUNTIF, and SUMIF. 	

	<p>c) Data Analysis Using scenarios, creating and managing a scenario, Using Goal seek, Using solver, Pivot Tables – Building Pivot Tables, Pivot Table regions, Rearranging Pivot Table. Creating simple macros.</p> <ul style="list-style-type: none"> • Business Presentation Creating a presentation with minimum 20 slides with a script. Presenting in different views, inserting pictures, videos, creating animation effects on them. Slide transitions, timed presentations, Viewing and navigating a presentation. • Personal Information Manager Creating contacts database appointments, to do lists, tasks. Using a PIM such as Outlook, Email and Internet • Introduction to Email Writing professional emails, Creating digitally signed documents. • 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. 	
3	E-Commerce and Consumer Oriented E-Commerce	07
	<ul style="list-style-type: none"> • Introduction and emergence of E-commerce and M-Commerce: Concept of E-commerce and M-Commerce, Definition of E-commerce and M-Commerce, Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, and E-Governance). • E-Commerce Models: Store Front Model, Brick and Mortar Model, Build to order Merchant model, Service Provider Model, Broker Model, Advertiser Model, Virtual Mall Model and Infomediary Model. • Consumer Oriented E-Commerce : Traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services. 	

4	E- Security Threats	07
	<ul style="list-style-type: none"> • Threats to computer systems and control measures: Types of threats: - Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism), Threat Management. • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management, Information Systems Security. • Security on the internet: Network and website security risks. Website hacking and issues therein. Security and email. • E-Business Risk Management Issues: Firewall concept and component, benefits of Firewall. • Understanding and defining enterprise wide security framework. • Information security environment in India with respect to real time application in business: Types of Real Time Systems, distinction between Real Time, On – line and Batch Processing System. Real Time applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E-Cash, Security requirements for Safe E-Payments, Security measures in International and Cross Border financial transactions: • Threat hunting software 	

Reference Books:

1. Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe, Information Technology for Management, 6TH ED (With CD), Wiley.
2. B Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch, Microsoft Office Professional 2013 Step by Step, Prentice Hall India.
3. Joseph, P.T.: E-commerce: An Indian Perspective, Tata McGraw Hill.
4. John P. Wack, Lisa J. Carnahan, Computer Viruses and Related Threats: A Management Guide, Diane Pub Co.
5. Bharat, Bhaskar, Electronic Commerce - Technologies & Applications, Tata McGraw Hill
6. Dave Chaffey, E-Business & E-Commerce Management, Prentice Hall.

***Syllabus of Courses of
Advanced Tally & Microsoft Excel
(Implemented during Academic Year 2022-23)***

Advanced Tally & Microsoft Excel

(Implemented during Academic Year 2022-23)

Course Objectives:

1. To introduce the students to the Basic of Financial Accounting and the use of Tally for accounting purpose.
2. To make students capable to create company, enter accounting voucher entries including advance voucher entries, reconcile bank statement, do accrual adjustments, and also print financial statements, etc. in Tally software.
3. To provide hands on practice, to make students ready with required skill for employability in the job market.

Course Outcomes:

After completion of this course the learner will be able:

CO1: To remember all the fundamental principles & rules of Accounting, Identification of types/heads of accounts, classification of accounts and accounting rules/conventions. (Level: Remember)

CO2: To understand the interface of tally, to synchronizes with accounting rules and double entry mode of recording day to day transactions into tally software. (Level: Understand)

CO3: To apply knowledge and understanding accounting principles and conventions. (Level: Apply)

CO4: To analyze the Profits, stock reports, BRS and various other MIS reports generated by the software. (Level: Analyse)

CO5: To the assess the financial ratios, and the financial performance of the entity. (Level: Evaluate)

CO6: To create the customized TDS, Payroll and other significant modules as per the requirement of the entity. (Level: Create)

CO7: To understand the working mechanism of MS excel, the financial concepts of Present value, Future value, discounting and compounding. (Level: Understand)

CO8: To apply the knowledge of MS excel functions and Finance to calculate interest tables, repayment schedules and related calculations. (Level: Apply)

CO9: To evaluate the data by sorting, reorganizing, redesigning the data using sort, filter functions, apply formulae like V-lookup, H-lookup, make decisions using Pivot tables and such related functions. (Level: Evaluate)

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Accounting and Tally Software	15
2	Recording of transaction, Stock Keeping, MIS Report	15
3	Goods and Services Tax (GST), TDS and Payroll	15
4	Microsoft Excel: Basic and advance	15
Total		60

Detailed Syllabus

Sr. No.	Modules / Units	No of Lectures
1	Introduction to Accounting and Tally Software	15
	<p>Chapter 1: Fundamentals of Accounting – 1 hours</p> <ul style="list-style-type: none"> ❖ Introduction ❖ Accounting Terms ❖ Accounting Assumptions, Concepts and Principles ❖ Double Entry System of Accounting ❖ Types of Accounts ❖ The Golden Rules of Accounting ❖ Trial Balance ❖ Cash Book / Bank Book ❖ Financial Statements ❖ Trading and Profit & Loss Account ❖ Balance Sheet ❖ Types of Assets and Liabilities included in a Balance Sheet ❖ Key Takeaways <p><u>Chapter 2: Maintaining Chart of Accounts in Tally – 3 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Getting started with Tally ❖ Mouse/Keyboard Conventions ❖ Company Creation ❖ Shut a Company ❖ Select a Company ❖ Alter Company Details ❖ Company Features and Configurations ❖ F11: Company Features ❖ F12: Configuration ❖ Chart of Accounts ❖ Ledger ❖ Group ❖ Ledger Creation ❖ Single Ledger Creation ❖ Multi Ledger Creation ❖ Altering and Displaying Ledgers ❖ Group Creation ❖ Single Group Creation 	

	<ul style="list-style-type: none"> ❖ Multiple Group Creation ❖ Displaying Groups and Ledgers ❖ Displaying Groups ❖ Display of Ledgers ❖ Deletion of Groups and Ledgers ❖ Key Takeaways 	
2	Recording of transaction, Stock Keeping, MIS Report	15
	<p><u>Chapter 3: Maintaining Stock Keeping Units (SKU) – 3 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Inventory Masters in ❖ Creating Inventory Masters ❖ Creation of Stock Group ❖ Creation of Units of Measure ❖ Creation of Stock Item ❖ Creation of Godown ❖ Defining of Stock Opening Balance in ❖ Stock Category ❖ Reports ❖ Key Takeaways <p><u>Chapter 4: Recording Day-to-Day Transactions - 3 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Business Transactions ❖ Source Document for Voucher ❖ Recording Transactions in ❖ Accounting Vouchers ❖ Receipt Voucher (F6) ❖ Contra Voucher (F4) ❖ Payment Voucher (F5) ❖ Purchase Voucher (F9) ❖ Sales Voucher (F8) ❖ Debit Note Voucher (Ctrl+F9) ❖ Credit Note (Ctrl+F8) ❖ Journal Voucher (F7) ❖ Bank Reconciliation ❖ Key Takeaways <p><u>Chapter 5: Accounts Receivable and Payable Management – 2 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Accounts Payables and Receivables ❖ Maintaining Bill-wise Details ❖ Activation of Maintain Bill-wise Details Feature ❖ New Reference ❖ Against Reference ❖ Advance ❖ On Account ❖ Key Takeaways <p><u>Chapter 6: MIS Reports - 1 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Advantages of Management Information Systems ❖ Trial Balance 	

	<ul style="list-style-type: none"> ❖ Balance Sheet ❖ Profit and Loss Account ❖ Cash Flow Statement ❖ Ratio Analysis ❖ Books and Reports ❖ Day Book ❖ Receipts and Payments ❖ Purchase Register ❖ Sales Register ❖ Journal Register ❖ Inventory Reports ❖ Bills Receivable and Bills Payable ❖ Bank Reconciliation Report ❖ Key Takeaway 	
3	Goods and Services Tax (GST), TDS and Payroll	15
	<p><u>Chapter 7: Goods and Services Tax (GST) - 12 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Activate GST in Tally ❖ Enabling GST and Defining Tax Details ❖ Set up GST rates (Company Level, Ledger Level, Group Level, Stock Item Level) ❖ Update Masters ❖ Update party GSTIN/UIN ❖ Creation of GST Duty ledgers ❖ Accounting of GST Transactions ❖ Intrastate Inward Supply (Purchase) ❖ Intrastate Outward Supply (Sale) ❖ Interstate Inward Supply (Purchase) ❖ Interstate Outward Supply (Sale) ❖ Purchase Return (Debit Note) ❖ Sales Return (Credit Note) ❖ GST Reports (GSTR 3B, GSTR 1) ❖ Key Takeaways <p><u>Chapter 8: Recording Vouchers with TDS (Tax Deducted at Source) - 6 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Basic Concepts of TDS ❖ TDS in Tally ❖ Activation of TDS Feature in Tally ❖ TDS Statutory Masters ❖ Configuring TDS at Group Level ❖ Configuring TDS at Ledger Level ❖ Booking of Expenses in Journal Voucher ❖ TDS Report ❖ Key Takeaways <p><u>Chapter 9: Allocation and Tracking of Expenses and Incomes - 5 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Cost Centre and Cost Categories ❖ Activation of Cost Category and Cost Centre ❖ Allocation of Expenses and Incomes using Cost Centre ❖ Allocation of Expenses and Incomes using Cost Centre with Cost category 	

	<ul style="list-style-type: none"> ❖ Allocation of expenses to multiple cost centres and cost categories ❖ Automation of Cost Centre and Cost Categories while recording transactions ❖ Cost Centre Classes ❖ Cost Centre Reports ❖ Category Summary ❖ Cost Centre Break-up ❖ Ledger Break-up ❖ Group Break-up ❖ Key Takeaways <p><u>Chapter 10: Payroll - 9 hours</u></p> <ul style="list-style-type: none"> ❖ Introduction ❖ Setup Payroll in Tally ❖ Company Creation ❖ Activation ❖ Processing Basic Payroll in Tally ❖ Employee Setup ❖ Creation of Payroll Units ❖ Attendance/Production Types ❖ Creation of Pay Heads ❖ Defining Salary Details for an Employee ❖ Defining Salary Details for an Employee Group ❖ Salary Processing ❖ Payroll Reports ❖ Statements of Payroll ❖ Attendance Reports ❖ Expat Reports ❖ Payroll Statutory Deductions and Reports ❖ Creating the Statutory Pay Heads ❖ Define Salary Details ❖ Process Salary ❖ Payment of Salary ❖ Payroll Statutory Reports ❖ Income Tax ❖ Employee Setup ❖ Provide Income Tax Details ❖ Process Income Tax ❖ Process Salary ❖ Key Takeaways 	
4	Microsoft Excel: Basic and advance	15
	<p><u>Chapter 11: Microsoft Excel - 15 hours</u></p> <ul style="list-style-type: none"> ❖ Shortcut Keys – aids the user to speed up the work ❖ Spreadsheet basics ❖ Creating, editing, saving and printing spreadsheets ❖ Working with functions & formulas ❖ Modifying worksheets with color & autoformats ❖ Graphically representing data : Charts & Graphs ❖ Analyzing data : Data Menu, Subtotal, Filtering Data ❖ Formatting worksheets ❖ Securing & Protecting spreadsheets ❖ Use the Function Wizard, Common functions (AVERAGE, MIN, MAX, COUNT,COUNTA, ROUND, INT) ❖ Relative, Absolute, Mixed cell references : >,<>= operators ❖ Logical functions using IF, AND, OR, NOT ❖ The LOOKUP function , Date and time functions , Annotating 	

	<p>formulas</p> <ul style="list-style-type: none">❖ Functions : LOOKUP, VLOOKUP, HLOOKUP, COUNTIF, SUMIF❖ <u>PIVOT TABLES</u><ul style="list-style-type: none">• Enter the Pivot Table Data• Create the Pivot Table• Adding Data to the Pivot Table• Filtering the Pivot Table Data• Change the Pivot Table Data• Analyze Data Columns in Pivot Tables• Adjust Data to Analyze❖ Key Takeaways	
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Discipline Specific Elective- Any two of GROUP A- FINANCE

6A. Equity and Debt Market

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Financial Market	11
2	Dynamics of Equity Market	11
3	Players in Debt Markets	11
4	Valuation of Equity & Bonds	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction to Financial Market	11
	<p>Equity Market – Meaning and definitions of equity share; growth of corporate sector and simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of equity culture in India and current position.</p> <p>Debt Market – Evolution of debt markets in India; money market and debt markets in India; regulatory framework in the Indian debt market.</p>	
2	Dynamics of Equity Market	11
	<p>Primary:</p> <ol style="list-style-type: none"> 1. IPO – Methods followed: Book Building ,Fixed Price 2. Role of merchant bankers in fixing the price. 3. Red herring prospectus – unique features. 4. Sweat equity, ESOP and Rights issue of shares. <p>Secondary:</p> <ol style="list-style-type: none"> 1. Definition and functions of stock exchanges. 2. Evolution and growth of stock exchanges. 3. Stock exchanges in India. 4. NSE, BSE OTCEI and overseas stock exchanges. 5. Recent developments in stock exchanges. 6. Stock market indices. 	
3	Players in Debt Markets	11
	<p>Players in Debt Markets:</p> <ol style="list-style-type: none"> 1. Govt. securities. 2. Public sector bonds and corporate bonds. 3. Open market operations. 4. Security Trading Corp. of India. 5. Primary Dealers in Govt. Securities. <p>Bonds:</p> <ol style="list-style-type: none"> 1. Features of bonds. 2. Types of bonds. 	
4	Valuation of Equity and Bonds	12
	<p>Valuation of equity:</p> <ol style="list-style-type: none"> 1. Balance sheet valuation. 2. Dividend discount model (zero growth, constant growth and multiple growth). 3. Price earning model. <p>Valuation of bonds</p>	

	<ol style="list-style-type: none">1. Determinants of the value of bonds.2. Yield to Maturity.3. Interest rate risk.4. Determinants of Interest Rate Risk.	
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Reference Books:-

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

7A. Corporate Finance

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Capital Structure and Leverage	11
3	Time Value of Money	11
4	Mobilisation of Funds	12
	Total	45
		3 Credits

Objectives:

1. The objectives are to throw light on a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.
2. The course aims at explaining the core concepts of corporate finance and its importance in managing a business.
3. To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business.

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction	11
	<ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, principles of corporate finance, significance of corporate finance, amount of capitalisation, over capitalisation and under capitalisation, fixed capital and working capital funds. • Introduction to ownership securities – Ordinary shares, preference shares, creditor ship securities, debtors and bonds, convertible debentures, concept of private placement of securities. 	
2	Capital Structure and Leverage	11
	<ul style="list-style-type: none"> • Introduction: 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	11
	<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	12
	<p>Public deposits and RBI regulations, company deposits and SEBI regulations, protection of depositors, RBI and public deposits with NBFCs.</p> <p>Foreign capital and collaborations, Foreign Direct Investment (FDI), emerging trends in FDI.</p> <p>Global Depository Receipts, policy development, capital flows and equity debt.</p> <p>Brief introduction and sources of short term finance: Bank Overdraft, Cash Credit, Factoring.</p>	

Reference Books:-

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

8A. Basics of Financial Services

*(Implemented during Academic Year 2021-22)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Financial System	11
2	Commercial Banks, RBI and Development Banks	11
3	Insurance	11
4	Mutual Funds	12
Total		45
		3 Credits

Objectives:

1. The course aims at explaining the core concepts of business finance and its importance in managing a business
2. The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.

Course Outcomes:

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

- CO1:** Describe the concepts of financial system. (Level: Understand)
CO2: Appraise Commercial Banks, RBI and Development Banks. (Level: Analyse)
CO3: Explain the concepts of Insurance. (Level: Understand)
CO4: Demonstrate understanding of mutual funds. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Financial System	11
	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	11
	<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	11
	<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	12
	<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

1. Khan M.Y., Indian Financial System, Tata McGrew 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.

9A. Introduction to Cost Accounting

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction	11
2	Elements of Cost	11
3	Cost Projection	11
4	Emerging Cost Concepts	12
Total		45
		3 Credits

Objectives:

1. This course exposes the students to the basic concepts and the tools used in Cost Accounting
2. To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations

Course Outcomes:

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

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

CO2: Analyse different elements of costing. (Level: Analyse)

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

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

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction	11
	Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting- Elements of Costs-Cost classification (concept only)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing (Practical Problems).	
2	Elements of Cost	11
	Material Costing- Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems) Labour Costing – (Bonus and Incentive Plans) (Practical Problems) Overhead Costing (Primary and Secondary Distribution)	
3	Cost Projection	11
	Cost Sheet (Current and Estimated) (Practical Problems) Reconciliation of financial accounts and cost accounting (Practical Problems)	
4	Emerging Cost concepts	12
	Uniform Costing and Interfirm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard	

Reference Books: -

1. Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi.
2. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.
3. Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois.
4. Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi

Discipline Specific Elective-Any two of GROUP B- MARKETING

10B. Consumer Behaviour

(Implemented during Academic Year 2021-22)

(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Consumer Behaviour	11
2	Individual- Determinants of Consumer Behaviour	11
3	Environmental Determinants of Consumer Behaviour	11
4	Consumer decision making models and New Trends	12
Total		45
		3 Credits

Objectives:

1. The objective of the course is to develop an understanding about the consumer decision making process and its applications in marketing function of the firms.
2. This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analyzing consumer information and using it to create consumer- oriented marketing strategies.

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Consumer Behaviour	11
	<p>Meaning of consumer behaviour, features and importance. Types of consumer (institutional and retail). Diversity of consumers and their behaviour, Types of consumer behaviour. Profiling the consumer and understanding their needs. Consumer involvement. Application of consumer behaviour knowledge in marketing. Consumer decision making process and determinants of buyer behaviour, factors affecting each stage, and need recognition.</p>	
2	Individual- Determinants of Consumer Behaviour	11
	<p>Consumer needs and motivation (Theories - Maslow, McClelland). Personality – Concept, nature of personality, Freudian, non - Freudian and Trait theories. Personality Traits and its marketing significance. Product personality and brand personification. Self-Concept. Consumer Perception. Learning - Theory, nature of consumer attitudes. Formation and change, concept of attitude.</p>	
3	Environmental Determinants of Consumer Behaviour	11
	<p>Family influences on buyer behaviour. Roles of different members, needs perceived and evaluation rules. Factors affecting the need of the family, family life cycle stage and size. Social class and influences. Group dynamics and consumer reference groups, social class and consumer behaviour - reference groups, opinion leaders and social influences, in- group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. Cultural Influences on Consumer Behaviour: Understanding cultural and sub- cultural influences on individual, norms and their role, customs, traditions and value system.</p>	
4	Consumer Decision Making Models and New Trends	12
	<p>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.</p>	

Reference Books:-

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

11B. Product Innovations Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Innovations Management	11
2	Managerial Aspects of Innovations functions	11
3	Product innovations, Process Innovations and Innovations Diffusion	11
4	New Product Development Strategy	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain the concepts of innovation and innovation management.

(Level: Understand)

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

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

CO4: Analyse various new product development strategies. (Level: Analyse)

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Innovations Management	11
	<p>Introduction -Innovations Management: Innovations: Concept; features; types of Innovations; innovations management; features of innovations management; significance of innovations; principles of Innovations.</p> <p>Thinking Tools for Innovations: Left and right brain thinking; creative thinking; traditional V/S creative thinking; intuition; introduction to creativity; process of creativity; creativity methods.</p> <p>Legal Aspects of Innovations: Safeguarding innovations; concept of intellectual property rights; patents; patenting. Trends; trademarks; Industrial designs; copyrights; trade secrets.</p>	
2	Managerial Aspects of Innovations functions	11
	<p>Organizing for Innovations: Introduction; concepts; organizational theories and structures; traits of innovative organization; Factors influencing organizational design and Size decision.</p> <p>Strategizing Innovations: Introduction; innovations as a strategy component; developing innovation strategy; innovation strategies; market standing based strategies.</p> <p>Managing Innovations Functions : Introduction; style at the top; planning; organizing; staffing; controlling; characteristics of good management.</p> <p>Climate and culture for innovations : Introduction; Need for creative organizations; characteristics of creative organizations; creating creative organizations – 7s framework; fostering innovations climate and culture.</p>	
3	Product innovations, Process Innovations and Innovations Diffusion	11
	<p>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.</p> <p>Introduction; concept of process; features of process; types of process innovations; process management; process improvement methods; business process reengineering; benchmarking.</p> <p>Innovations Diffusion</p>	

	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	12
	<ul style="list-style-type: none"> • New Product Development and Product Specifications: Concept of new product development, specifications: establishment of specifications. • Concept Generation, Selection and Testing : 5 step methods of concept generation, methods for selecting a concept; benefits of choosing a structured method; concept screening; concept scoring, 7- Test method of concept testing. <p>Product Testing: Introduction, purpose of product testing; overriding concerns of product testing; major decision in constructing a product test.</p>	

Reference Books:-

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

12B. Advertising

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Advertising	11
2	Strategy and Planning Process in Advertising	11
3	Creativity in Advertising	11
4	Budget, Evaluation, Current trends and careers in Advertising	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Understanding the role of advertising in business world. (Level: Understand)

CO2: Study and analyze the current trends in careers in advertising. (Level: Analyze)

CO3: Demonstrate an understanding of advertising strategies and budgets. (Level: Apply)

CO4: Create an advertising campaign. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Advertising	11
	<p>Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</p> <p>Types of Advertising –consumer advertising, Industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</p> <p>Theories of Advertising: 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</p> <p>Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</p>	
2	Strategy and Planning Process in Advertising	11
	<p>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</p> <p>Role of Advertising in Marketing Mix: Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</p> <p>Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</p>	
3	Creativity in Advertising	11
	<p>Introduction to Creativity – definition, importance, creative process Creative strategy development– Advertising Campaign–determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</p> <p>Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</p>	

	<p>Creating the TV commercial – Visual Techniques, writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</p> <p>Creating RadioCommercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</p> <p>Copywriting: Elements of Advertisement copy–Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</p>	
4	Budget, Evaluation, Current trends and careers in Advertising	12
	<p>Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</p> <p>Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing</p> <p>Current Trends in Advertising: Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</p> <p>Careers in Advertising: careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</p>	

Reference Books:-

1. Belch, Michael, “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
2. Mohan, Manendra “Advertising Management Concept and Cases”, Tata Mcgraw Hill 2008
3. Kleppner, Russell J; Thomac, Lane W , “Advertising Procedure”, Prentice Hall 1999
4. Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir “Advertising planning and Implementation”, Prentice Hall of India 2006
6. Clow , Kenneth E and Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
7. Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006

13B. Social Marketing

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Social Marketing and its Environment	11
2	Social Marketing Plan, STP and Marketing Mix	11
3	Managing Behaviour for Social Change and NPO and CSR	11
4	Social Marketing- A Sectorial Overview and Careers	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain social marketing and its environment. (Level: Understand)

CO2: Apply Social marketing mix. (Level: Apply)

CO3: Differentiate between NGO and CSR. (Level: Analyze)

CO4: Apply social marketing to various sectors. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Social Marketing and its Environment	11
	<p>Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.</p> <p>Environment in Social Marketing, Components, Impact of Environment on Social Marketing.</p>	
2	Social Marketing Plan, STP and Marketing Mix	11
	<p>Social Marketing Plan, Segmentation, Targeting & Positioning Social Marketing Plan, Steps in developing social marketing plan, importance of planning. Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning.</p> <p>Social Marketing Mix Product: Social Product, Level of Product, Social Product Branding Decision. Price: Monetary and non-monetary incentives for desired behaviour, Pricing Objectives, Pricing Strategies. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.</p>	
3	Managing Behaviour for Social Change & NPO & CSR	11
	<p>Managing Behaviour for Social Change Types of Behaviour Objectives, Knowledge objectives and belief objectives, Behaviour Change Models, Theories and Frameworks: Social Norm Theory, The diffusion of innovation model, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The behavioural economics framework and the nudge factor, the science of habit framing,</p> <p>Not for Profit Organization (NPO) & CSR Meaning, NGO, Voluntary Organization, Third Sector, NPO Sector. Status of Voluntary sector in India. Starting a Voluntary Organization in India: Trust, Society, Section 8 Company under the Companies Act of 2013. CSR, Meaning, Overview of CSR in</p>	

	India, Overview of CSR rules for corporation under Companies Act of 2013, CSR Impact Evaluation. Need for Governance in Not for Profit Sector, Ethics in Social Marketing	
4	Social Marketing -A Sectorial Overview and Careers	12
	Marketing Health Marketing Education Marketing Medicare Marketing Sanitation Marketing Financial Literacy & Savings Marketing Digital Literacy Marketing of Social Issues of Youth. Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.	

Reference Books:-

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

Evaluation Scheme

Continuous Internal Evaluation:

Evaluation Process	Marks
Class test (Average of 4 tests converted to out of 20 Marks in online mode)	20
Project, Presentation, Assignment (10 marks)	15
Active Class Participation and Attendance	05
Total	40

Internal Question Paper Pattern For Non- Accounting/Mathematical Papers

Q.No.1	State True or False/ Fill in the Blanks / Match the Columns	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 = 10marks

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 except

Foundation Course

Question No.	Particulars	Marks
Q1 a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q2 a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q3 a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q4 a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)

Note:

3. Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.

Theory Paper will be of 60 Marks

***Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester IV
(Implemented during Academic Year 2021-22)***

1. Business Economics- II

*(Implemented during Academic Year 2021-22)
(wef 2020-21)*

Module at a Glance

Sr. No	Modules	No. of Hours
1	Introduction to Macroeconomic Data and Theory	11
2	Money, Inflation and Monetary Policy	11
3	Constituents of Fiscal Policy	11
4	Open Economy: Theory and Issue of international Trade	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

Detailed Syllabus:

Sr. No.	Modules / Units	
1	Introduction to Macroeconomic Data and Theory	11
	<ul style="list-style-type: none"> • Macroeconomics: Meaning, scope and importance. Circular Flow of Aggregate Income and Expenditure: Closed and open economic models. • The Measurement of National Product: Meaning and importance – conventional, Green GNP and NNP concepts - relationship between National Income and economic welfare. Short Run Economic Fluctuations: Features and phases of Trade Cycles. • The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment Function - effects of investment. Multiplier on changes in income and output. 	
2	Money, Inflation and Monetary Policy	11
	<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	11
	<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	12
	<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 	

	<p>factors determining terms of trade - gains from trade - free trade versus protection.</p> <ul style="list-style-type: none"> • 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. 	
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Reference Books

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

2. Business Research Methods

*(Implemented during Academic Year 2021-22)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to business research methods	11
2	Research Design, Sampling and Scales	11
3	Primary and Secondary Data	11
4	Data analysis, interpretation and report writing	12
Total		45
		3 Credits

Objectives:

1. The course is designed to inculcate the analytical abilities and research skills among the students.
2. The course intends to give hands on experience and learning in Business Research.

Course Outcomes:

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

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

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

CO3: Analyse various data collection method. (Level: Analyse)

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

Detailed Syllabus

Sr No	Modules / Units	No of hours
1	Introduction to Business Research Methods	11
	<p>Meaning and objectives of research, when research is necessary and unnecessary, threats to marketing research.</p> <p>Types of research– a)Pure, Basic and Fundamental b) Applied c)Empirical d) Scientific and Social e)Historical f) Exploratory g) Descriptive h)Causal</p> <p>Concepts in Research: Variables, Qualitative and Quantitative Research.</p> <p>Stages in research process. Characteristics of good research.</p> <p>Hypothesis-Meaning, nature, significance, types of hypothesis, sources.</p>	
2	Research Design, Sampling and Scales	11
	<p>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.</p> <p>Sampling– Meaning of sample and sampling, Methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Systematic, Stratified, Cluster, Area, Multi Stage.</p> <p>Types of scales - i) Likert scale, ii) Semantic Differential scale iii) Rating methods – itemised rating scale, rank-order scale, constant sum scale, graphic rating scales.</p>	
3	Primary and Secondary Data	11
	<p>Types of data and sources-primary and secondary data sources.</p> <p>Methods of collection of primary data :</p> <p>Observation- i) Structured and Unstructured, ii) Disguised and Undisguised, iii) Mechanical observations (use of gadgets). Experimental i) Field ii) Laboratory. Interview – i) Personal Interview ii) Focused Group, iii) In- Depth Interviews – Method. Survey– Telephonic survey, Mail, E-mail, Internet survey, Social Media and Media listening. Survey instrument– i) Questionnaire designing. Types of questions– i) Structured/ Close ended and ii) Unstructured/ Open ended, iii) Dichotomous, iv) Multiple Choice Questions.</p>	
4	Data analysis, interpretation and report writing	12
	<p>Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note</p>	

	<p>Analysis of data-meaning, purpose, types. Interpretation of data-Essentials, importance and significance of processing data Multivariate analysis– concept only Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, Bibliography Ethics and research Objectivity, confidentiality and anonymity in Research Plagiarism</p>	
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Reference Books

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

3.Change Management

(Implemented during Academic Year 2021-22)
(wef 2021-22)

Module at a Glance

Sr. No	Modules	No. of Hours
1	Introduction to Change	11
2	Impact of Change	11
3	Resistance to Change	11
4	Organizational Change and Artificial Intelligence	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

- CO1:** Explain the concepts of change management. (Level: Understand)
CO2: Predict the impact of change. (Level: Apply)
CO3: Describe the reasons for resistance to change. (Level: Understand)
CO4: Analyse Organizational Change in an Artificial Intelligence Age. (Level: Analyse)

Detailed Syllabus:

Sr. No.	Modules / Units	No. of Hours
1	Introduction to Change	11
	Introduction and levels of change, importance, imperatives of change, forces of change. Organizational culture and change. Types and Models of Change –Kurt Levin’s change model, action research, expanded process model, A.J. Leavitt’s Model.	
2	Impact of Change	11
	Change and its Implementation– individual change: concept, need, importance and risk of not having individual perspective. Team Change –concept, need, importance and limitation. Change Agents- types, roles and competencies of change agent, agent styles, areas of change agent.	
3	Resistance to Change	11
	Change and its Impact– resistance to change and sources-sources of individual resistance, sources of organizational resistance. 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 and mentoring, T-group, job expectations technique, behaviour modification, managing role stress. Effective implementation of change – system approach to change.	
4	Organizational Change and Artificial Intelligence	12
	What is AI, benefits of AI , Role of AI in organizational change , business innovations with AI , AI in diverse areas , ethical and privacy issues. Employing AI in business world , AI for customer service , AI for marketing. Case studies: AI in finance, AI in education sector, AI in medical sector, AI in automobile industry, AI in social media, AI in fraud detection. Organizational Change in an Artificial Intelligence Age	

Reference Books

- French and Bell, Organisational Development; Pearson Education.
- Harvey and Brown, An experiential approach to O.D; Pearson Education.
- Dharani Sinha P, Consultants and Consulting Styles; Vision Books Pvt. Ltd, India.
- Kavita Singh, Organization Change; Excel Books.
- S.K. Bhatia, Organisational Change; Deep & Deep Publications Pvt.Ltd.
- K.Ashwathapa, Management and OB, HRM; McGraw Hill Education.
- Radha Sharma, Training and Development; Tata McGraw Hill Education.
- Rajendra Akerkar (2018), Artificial Intelligence for Business, Springer
- Yves Hilpisch (2020), Artificial Intelligence in Finance
- Maki K Habib (2019), Revolutionizing Education in the Age of AI and Machine Learning, IGI Global, Advances in Educational Technologies and Instructional Design (AETID) Book Series
- John Mueller, Luca Massaron (2018), Artificial Intelligence for Dummies, Wiley

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 and Total Quality Management

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Production Management	11
2	Materials Management	11
3	Basics of Productivity and TQM	11
4	Quality Improvement Strategies and Certifications	12
Total		45
		3 Credits

Objectives:

1. To acquaint learners with the basic management decisions with respect to production and quality management.
2. To make the learners understand the designing aspect of production systems.
3. To enable the learners apply what they have learnt theoretically.

Course Outcomes:

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

- CO1:** Explain the components of production management. (Level: Understand)
CO2: Apply the concepts of materials and inventory management at the workplace. (Level: Apply)
CO3: Appraise the need for productivity and TQM in organizations. (Level: Analyze)
CO4: Apply quality improvement strategies. (Level: Apply)

Detailed Syllabus:

Sr. No.	Modules / Units	No of Hours
1	Production Management	11
	Production Management Objectives, components – Manufacturing systems: intermittent and continuous production systems. Product development, classification and product design. Plant Location and Plant Layout– objectives, principles of good product layout, and types of layout. Importance of purchase management.	
2	Materials Management	11
	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 and advantages of Economic Order Quantity, simple numerical on EOQ, lead time, reorder level, safety stock.	
3	Basics Of Productivity and TQM	11
	Basics Of Productivity and TQM: Concepts of productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, cost of quality, philosophies and approaches to quality: Edward Deming, J. Juran, Kaizen, P. Crosby’s philosophy. Product and Service Quality Dimensions, SERVQUAL Characteristics of quality, quality assurance, quality circle: objectives of Quality Circles, Ishikawa Fish Bone - applications in organizations. Simple numerical on productivity.	
4	Quality Improvement Strategies and Certifications	12
	Quality Improvement Strategies and Certifications: Lean Thinking, Kepner Tregor methodology of problem solving, Sigma features, enablers, goals, DMAIC/DMADV. Taguchi’s quality engineering, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming’s Application Prize.	

Reference Books:-

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

5. Information Technology in Business Management-II

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No	Module	No. Of Hours
1	Management Information system	7
2	ERP/E-SCM/E-CRM	8
3	Introduction to databases and data warehouse	7
4	Outsourcing	8
Total		30
		2 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr. No.	Modules / Units	No of Hours
1	Management Information System	7
	<ul style="list-style-type: none"> • Management Information System - definition, characteristics. • Subsystems of MIS (activity and functional subsystems). • Structure of MIS. • Reasons for failure of MIS. • Understanding major functional systems. Marketing and sales systems, finance and accounting systems, Manufacturing and production systems, Human resource systems, Inventory systems. • Sub systems, description and organizational levels. • Decision support system - Definition, Relationship with MIS Evolution of DSS, characteristics, classification, objectives, components, applications of DSS. 	
2	ERP/E-SCM/E-CRM	8
	<ul style="list-style-type: none"> • Concepts of ERP. • Architecture of ERP - Generic modules of ERP • Applications of ERP. • ERP Implementation concepts - ERP lifecycle • Concept of XRP (extended ERP). • Features of commercial ERP software, Study of SAP, Oracle Apps, MS Dynamics NAV, and PeopleSoft. • Concept of e-CRM E-CRM solutions and its advantages, How technology helps? • CRM capabilities and customer life cycle - Privacy issues and CRM. • Data mining and CRM: CRM and workflow automation. • Concept of E-SCM - Strategic advantages, benefits, E-SCM components and chain architecture • Major Trends in e-SCM. • Case studies ERP/SCM/CRM 	
3	Introduction to Data base and Data warehouse	7
	<ul style="list-style-type: none"> • Introduction to DBMS. Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • Data Warehousing and Data Mining - Concepts of data warehousing, Importance of data warehouse for an organization, Characteristics of data warehouse, Functions of data warehouse, Data warehouse architecture, Business use of data warehouse. Standard Reports and queries 	

	<ul style="list-style-type: none"> Data Mining The scope and the techniques used. Business applications of data warehousing and data mining. 	
4	Outsourcing	8
	<ul style="list-style-type: none"> Introduction to Outsourcing : Meaning of outsourcing, need for outsourcing, and scope of outsourcing. Outsourcing: IT and Business Processes. Business Process Outsourcing (BPO) Introduction BPO Vendors How does BPO Work? BPO service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services BPO Business Model 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

1. Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2), Information Technology for Management, 6TH ED (With CD); Wiley.
2. Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch ,Microsoft Office Professional 2013 Step by Step ;Prentice Hall India .
3. Joseph, P.T.: E-commerce An Indian Perspective (Ch-13, Ch-14); Tata McGraw Hill
4. John P. Wack, Lisa J. Carnahan Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) ; Diane Pub Co.
5. Electronic Commerce - Technologies & Applications. Bharat, Bhaskar; Tata McGraw Hill

Discipline Specific Elective (DSE-3, 4), any two of GROUP A-FINANCE

6A. Strategic Cost Management

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Strategic Cost Management (Only theory)	11
2	Activity Based Costing	11
3	Strategic Cost Management performance assessment (Only theory)	11
4	Variance Analysis & Responsibility Accounting (Practical Problems)	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr. No.	Modules / Units	No of hours
1	Introduction to Strategic Cost Management(Only Theory)	11
	Strategic Cost Management (SCM): Concept and philosophy-objectives of SCM-environmental influences on cost management practices, key elements in SCM-different aspects of Strategic Cost Management: Value Analysis and Value Engineering, wastage control, disposal management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, control of total distribution cost and supply cost, cost reduction and product life cycle costing	
2	Activity Based Costing	11
	<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)	11
	<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 and Responsibility Accounting (Practical Problems)	12
	<ul style="list-style-type: none"> • Standard Costing (Material, labour, overhead, sales and profit). • Responsibility Accounting – introduction, types and evaluation of profit centre and investment centre. 	

Reference Books

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

7A Corporate Restructuring

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Corporate Restructuring – Introduction and Concepts	11
2	Accounting of Internal Reconstruction	11
3	Accounting of External Reconstruction	11
4	Impact of Reorganization on the Company	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Corporate Restructuring – Introduction and Concepts	11
	<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. • Case studies of each type of restructuring with practical example from the corporate sector on Merger, Demerger, Reverse Merger, Disinvestment, Takeover/Acquisition, Joint Venture (JV), • Strategic Alliance, Franchising and Slump Sale. 	
2	Accounting of Internal Reconstruction	11
	<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	11
	<ul style="list-style-type: none"> • In the nature of merger and purchase; corresponding accounting treatments of pooling of interests and purchase methods respectively. • Computation and meaning of purchase consideration and problems based on purchase method of accounting only. 	
4	Impact of Reorganization on the Company - An Introduction	12
	<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. 	

	<ul style="list-style-type: none"> • Impact of Reorganization - Gain or loss to stakeholders, implementation of objectives, integration of businesses and operations, post-merger success and valuation and impact on human and cultural aspects. • Demerger –L&T • Overseas Acquisition – Tata Corus deal • Merger of ICICI with ICICI Bank • Slump Sale – Piramal to Abbott • Dr Reddy Laboratories- multiple restructuring strategies. • Leveraged buy- out – Bharti-Zain • Overseas Acquisition – Daiichi RanBaxy • Acquisition – Patni by IGate. 	
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Reference Books :-

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

8A. Financial Institutions & Markets

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Financial System in India	11
2	Financial Regulators & Institutions in India	11
3	Financial Markets	11
4	Managing Financial Systems Design	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr. No.	Modules / Units	No of Hours
1	Financial System in India	11
	<ul style="list-style-type: none"> • Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development , Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) (Only an Overview) Monitoring Framework for financial Conglomerates, Structure of Indian financial system – Financial Institutions (Banking & Non-Banking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services(Fund based & Free Based) – (In details) • Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India 	
2	Financial Regulators & Institutions in India (detail discussion on their role and functions)	11
	<ul style="list-style-type: none"> • Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA. • Financial Institutions- Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC) NBFC services provided by NBFC. • Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns) 	
3	Financial Markets (In Details)	11
	<ul style="list-style-type: none"> • Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms • Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR • Introduction of Commodity and Derivative Markets • Insurance and Mutual funds – An introduction 	
4	Managing Financial Systems Design	12

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

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

9A. Auditing

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Auditing	11
2	Audit Planning, Procedures and Documentation	11
3	Auditing Techniques and Internal Audit Introduction	11
4	Auditing Techniques: Vouching & Verification	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

Detailed Syllabus:

Sr. No.	Modules / Units	No of Hours
1	Introduction to Auditing	11
	<ul style="list-style-type: none"> • Basics – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing. • Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud • Principles of Audit – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audi Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting • Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit 	
2	Audit Planning, Procedures and Documentation	11
	<ul style="list-style-type: none"> • Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach. • Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach • Audit Working Papers - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books • Audit Notebook – Meaning, structure, Contents, General Information, Current Information, Importance 	
3	Auditing Techniques and Internal Audit Introduction	11
	<ul style="list-style-type: none"> • Test Check - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions. • Audit Sampling - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample • Internal Control - Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal 	

	<p>control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</p> <ul style="list-style-type: none"> • Internal Audit - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit 	
4	Auditing Techniques: Vouching & Verification	12
	<ul style="list-style-type: none"> • Audit of Income - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received • Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense • Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures • Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities 	

Reference Books :-

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

Discipline Specific Elective (DSE-3, 4), any two of GROUP B- MARKETING

10B. Integrated Marketing Communication

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No.of Hours
1	Introduction to Integrated Marketing Communication	11
2	Elements of IMC – I	11
3	Elements of IMC – II	11
4	Evaluation & Ethics in Marketing Communication	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Understand various advertising and sales promotions strategies in IMC . (Level: Understand)

CO3: Demonstrate comprehensive understanding of direct marketing, public relations and personal selling. (Level: Apply)

CO4:Apply current trends and ethical perspective in IMC . (Level: Apply)

Detailed Syllabus:

Sr. No.	Modules / Units	No of Hours
1	Introduction to Integrated Marketing Communication	11
	<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	11
	<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	11
	<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 and Ethics in Marketing Communication	12

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| <ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – message evaluations, advertising tracking research – copy testing – emotional reaction test, cognitive neuro science – online evaluation, behavioural evaluation – sales and response rate, POPAI, toll free numbers, QR codes and Facebook likes, response cards, internet responses, redemption rate. Test Markets – competitive responses, scanner data, purchase simulation tests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet and IMC, advertising on internet, PR through Internet banner, sales promotion on Internet, direct marketing on internet.. |
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Reference Books

1. Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
2. Clow, Kenneth E; Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
3. Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006
4. Shah, Kruti; D’Souza, Allan, “Advertising and IMC”, Tata Mcgraw Hill 2014
5. Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
6. Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
7. Gopalakrishnan, P S, “Integrated Marketing Communication: Concepts and Cases”, ICAI University Press, 200

11B. Event Marketing

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No	Module	No. Of Hours
1	Introduction to Events	11
2	Segmentation, Targeting, and Positioning of Events, Concept of Product in Event	11
3	Concept of Pricing and Promotion in Events	11
4	Trends and Challenges in Event Marketing	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Design various events. (Level: Create)

CO3: Understand pricing and promotional Strategies in events . (Level: Analyse)

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

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Introduction to Events	11
	<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, Concept of Product in Events	11
	<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	11
	<ul style="list-style-type: none"> • Risk rating, setting pricing objectives, understanding local legislations and tax laws, feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, event charges: percentage of the total event cost, flat fee, package price, hourly rate. • Networking components: print media, radio, television, internet, outdoor media, direct marketing, sales promotion, public relations, merchandising, and in-venue publicity. • Event sponsorship: concept of sponsorship, sponsorship in a communication context, synergy between sponsor and event, identifying potential sponsors, impact 	

	measurement, practical sponsor incentivization, in-kind sponsorship.	
4	Trends and Challenges in Event Marketing	12
	<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

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

12B Rural Marketing

*(Implemented during Academic Year 2021-22)
(wef 2019-20)*

Module at a Glance

Sr. No	Module	No. Of Hours
1	Introduction	11
2	Rural Market	11
3	Rural Marketing Mix	11
4	Rural Marketing Strategies	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Compare rural and urban consumer behaviour. (Level: Evaluate)

CO3: Apply the rural marketing mix to business. (Level: Apply)

CO4: Analyse the different strategies used in rural markets. (Level: Analyse)

Detailed Syllabus:

Sr. No.	Modules / Units	No of Hours
1	Introduction	11
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Problems of rural market. • Constraints in Rural Marketing and Strategies to overcome constraints 	
2	Rural Market	11
	<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	11
	<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	12
	<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.	
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Reference Books

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

13B. Tourism Marketing

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No	Module	No. Of Hours
1	Introduction to Tourism Marketing	11
2	Tourism Market Segmentation & Product Mix of Tourism Marketing	11
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing	11
4	Global tourism, tourism organizations and Challenges for Indian Tourism Industry	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Understand tourism marketing segmentation and product mix in tourism marketing (Level: Apply)

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

CO4: Understand the trend in global tourism industry (Level: Analyse)

Detailed Syllabus

Sr. No.	Modules / Units	No of Hours
1	Introduction to Tourism Marketing	11
	<ul style="list-style-type: none"> • Meaning of Tourism & Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism. • Tourism Marketing Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing. • Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach. • Tourism Planning: Process, Study of market, Levels of tourism planning, Organization of a tour. Tour Operators and Travel Agents: functions, types, distribution network, Travel agency operations, Travel Organization-Individual and group, travel itinerary. Travel Formalities and Documentation. 	
2	Tourism Market Segmentation & Product Mix of Tourism Marketing	11
	<ul style="list-style-type: none"> • Tourism Market Segmentation: Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology • 4 'A's of Tourism Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea & Waterways, Airways Amenities: Meaning, Amenities & Facilities at the destination. • Marketing Strategy: Hard v/s Soft Tourism Strategy. • Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure 	
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing	11
	<ul style="list-style-type: none"> • Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies 	

	<ul style="list-style-type: none"> • Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide. • Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism • People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process. • Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting • Physical Evidence for Tourism 	
4	<p>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry</p> <ul style="list-style-type: none"> • Global Tourism Market: Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries. • Status of tourism in developing countries. • India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign • Challenges for Indian Tourism Industry • Tourism Organizations: World Trade Organization (WTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation. 	12

Reference Books

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

Evaluation Scheme

Continuous Internal Evaluation:

Evaluation Process	Marks
Class test (Average of 4 tests converted to out of 20 Marks in online mode)	20
Project, Presentation, Assignment (10 marks)	15
Active Class Participation and Attendance	05
Total	40

Internal Question Paper Pattern For Non- Accounting/Mathematical Papers

Q.No.1	State True or False/ Fill in the Blanks / Match the Columns	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 = 10marks

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 except

Foundation Course

Question No.	Particulars	Marks
Q1 a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q2 a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q3 a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q4 a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)

Note:

4. Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.

Theory Paper will be of 60 Marks

Nagindas Khandwala College (Autonomous)

**Syllabus and Question Paper Pattern
of Courses of**

Bachelor of Management Studies (BMS) Programme

Third Year

Semester V and VI

Under Choice Based Credit, Grading and Semester System

(Implemented during Academic Year 2022-23)

THIRD YEAR

(Implemented during Academic year 2022-23) 60:40 (Credit 128)

Sr No	Semester V	Subject code	Cre dits	Sr. No.	Semester VI	Subject code	Cre dits
	Core Course (CC)				Core Course (CC)		
1	CC-17 Logistics and Supply Chain Management	2251UMSLSM	4	1	CC-19 Operation Research	2261UMSOR	4
2	CC-18 Analytical Skills for Managers	2252UMSASM	4	Compulsory Course (SEC) Skill Enhancement			
				2.	SEC- 3 Research Based Project Work	2262UMSRPW	2
3	Internship	2253UMSIP	2				
	Discipline Specific Elective (DSE)				Discipline Specific Elective (DSE)		
	Discipline Specific Elective (DSE-5,6,7,8) (Any FOUR of Group A- FINANCE)				Discipline Specific Elective (DSE-9,10,11,12) (Any FOUR of group A- FINANCE)		
4	Investment Analysis and Portfolio Management	2254UMSIPM	3	3	International Finance	2263UMSIF	3
5	Wealth Management	2255UMSWM	3	4	Innovative Financial Services	2264UMSIFS	3
6	Direct Taxes	2256UMSDT	3	5	Project Management	2265UMSPM	3
7	Commodity Markets and Derivatives	2257UMSCDM	3	6	Indirect Taxes	2266UMSIDT	3
8	Financial Accounting	2258UMSFA	3	7	Strategic Financial Management	2267UMSSFMM	3
9	Risk Management	2258UMSRM	3	8	Financing Rural Development	2267UMSFRD	3
	Discipline Specific Elective (DSE-5,6,7,8) (Any FOUR of group B- MARKETING)				Discipline Specific Elective (DSE-9,10,11,12) (Any FOUR of group B- MARKETING)		
10	Service Marketing	2254UMSSM	3	9	Brand Management	2263UMSBM	3
11	E-Commerce and Digital Marketing	2255UMSEDM	3	10	Retail Management	2264UMSRM	3
12	Sales and Distribution Management	2256UMSSDM	3	11	Sports Marketing	2265UMSSM	3
13	Customer Relationship Management	2257UMSCRM	3	12	Media Planning and Management	2266UMSMPM	3
14	Industrial Marketing	2258UMSIM	3	13	International Marketing	2267UMSIM	3
15	Strategic Marketing Management	2258UMSSMM	3	14	Marketing of non-Profit organization	2267UMSMNO	3
	TOTAL		22		TOTAL		18

**** The learner has to choose from Group A (Finance) or Group B (Marketing)**

**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester V
(Implemented during Academic Year 2021-22)**

1. Logistics and Supply Chain Management

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
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
		4 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain the concepts of logistics and logistics chain management.

(Level: Understand)

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

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

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

Detailed Syllabus:

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

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

Reference Books

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

2. Analytical Skills for Managers

*(Implemented during Academic Year 2021-22)
(wef 2019-20)*

Module at a Glance

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

Objectives:

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

Course Outcomes:

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

CO1: Solve mathematical problems. (Level: Apply)

CO2: Apply Mathematical concepts to solve problem (Level: Apply)

CO3: Analyse data and interpret. (Level: Apply)

CO4: Demonstrate understanding of grammar, Analyse the comprehension passages and interpret it. (Level: Apply & Analyse)

Detailed Syllabus

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

Reference Books

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

Examination Pattern

I. Continuous Internal Evaluation (CIE)

Four tests, one from each unit will be conducted.

II. Semester End Exam (SEE)

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

Discipline Specific Elective (DSE-5,6,7,8) (Any *FOUR* of GROUP A- FINANCE)

3A. Investment Analysis and Portfolio Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Investment Environment.	11
2	Risk - Return Relationship.	11
3	Portfolio Management and Security Analysis.	11
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement.	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Compute standard deviation. (Level: Apply)

CO3: Analyze different portfolios. (Level: Analyse)

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

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction to Investment Environment	11
	<p>a) Introduction to Investment Environment</p> <ul style="list-style-type: none"> • Introduction, investment process, criteria for investment, types of investors, investment vs. speculation vs. gambling, investment avenues, factors influencing selection of investment alternatives. <p>b) Capital Market in India</p> <ul style="list-style-type: none"> • Introduction, concepts of investment banks its role and functions, stock market index, The NASDAQ, SDL, NSDL, benefits of depository settlement, online share trading and its advantages, concepts of small cap, large cap, midcap and penny stocks 	
2	Risk - Return Relationship	11
	<p>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.</p>	
3	Portfolio Management and Security Analysis	11
	<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. <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	12
	<p>a) Theories:</p> <ul style="list-style-type: none"> • Dow Jones theory, Elloit Wave theory, efficient market theory. <p>b) Capital Asset Pricing Model:</p> <ul style="list-style-type: none"> • Assumptions of CAPM, CAPM equation, capital market line, security market line. <p>c) Portfolio Performance Measurement:</p> <ul style="list-style-type: none"> • Meaning of portfolio evaluation, Sharpe's ratio (basic problems), Treynor's ratio (basic problems), Jensen's differential returns (basic problems). 	

Reference Books

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

4A. Wealth Management

(Implemented during Academic Year 2022-23)

(w.e.f. 2022-23)

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	11
2	Insurance planning and retirement planning	11
3	Financial Mathematics & Personal Financial Statement Analysis	11
4	Investment planning and tax & estate planning	12
Total		45
Credits		3

Objectives:

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

Course Outcomes:

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

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

CO2: Analyse the concepts of insurance planning & retirement planning (Level: Analyse)

CO3: Apply financial mathematics & analyse financial statements (Level: Apply)

CO4: Understand the concepts of investment planning and tax & estate planning (Level: Understand)

Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Introduction	11
	<p>a) Introduction To Wealth Management: Meaning of Wealth Management, scope of Wealth Management, components of Wealth Management, process of Wealth Management, Wealth Management needs & expectation of clients, code of ethics for wealth manager.</p> <p>b) Economic Environment Analysis: Interest rate, yield curves, real return, key indicators-leading, lagging, concurrent.</p>	
2	Insurance Planning and Retirement Planning	11
	<p>a) Insurance Planning: Meaning, basic principles of insurance, functions and characteristics of insurance, rights and responsibilities of insurer and insured, types of life insurance policies, types of general insurance policies, health insurance – mediclaim – calculation of human life value - belth method/CPT. (Practical Sums)</p> <p>a) Retirement Planning: Understanding of different salary components, introduction to retirement planning, purpose & need, life cycle planning, financial objectives in retirement planning, wealth creation (factors and principles), retirement (evaluation & planning), pre & post-retirement strategies - tax treatment and Income streams.</p>	
3	Financial Mathematics & Personal Financial Statement Analysis	11
	<p>a) Financial Mathematics:</p> <ul style="list-style-type: none"> • Time value of money • Power of compounding • Annuity • Loan amortization • Thumb rule : 72 and 69 • Calculation of returns (Real rate of return, Effective rate of interest, CAGR , post-tax returns etc.), • Practical sums based on all concepts <p>b) Personal financial statement analysis (all relevant ratios & case study)</p>	
4	Investment planning and tax & estate planning	12
	<p>b) Investment Planning: Types of investment risk, risk profiling of investors & asset allocation (life cycle model), asset allocation strategies (strategic, tactical, life-cycle based), Investment vehicles (including transaction cost and the ease of holding), active & passive investment strategies.</p> <p>b) Tax and Estate Planning: Tax planning concepts, estate planning concepts –types of will – requirements of a valid will– trust</p>	

Reference Books

1. Harold Evensky, Wealth Management, McGraw Hill Publication.
2. CFP, IIBF, CWM, etc, Wealth Management modules.
3. NISM series - XA & XB (Investment advisory certification exam Level I & II)
4. *Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication.*

5A. Direct Taxes

*(Implemented during Academic Year 2022-23)
(wef 2022-23)*

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Definitions and Residential Status.	11
2	Heads of Income – I.	11
3	Heads of Income - II and Deductions under Chapter VI A.	11
4	Computation of Taxable Income & tax liability of Individuals.	12
Total		45
Credits		3

Objectives:

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

Course Outcomes:

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

CO1: Explain the concepts of direct taxes & identify residential status. (Level: Understand)

CO2: Assess the taxable income of individuals. (Level: Evaluate)

CO3: Compute the items in the heads of income & the deductions under Chapter VI A. (Level: Apply)

CO4: Compute total income & tax liability (Level: Apply)

Detailed Syllabus:

Sr No	Modules / Units	No of Lectures
1	Definitions and Residential Status	11
	<p>a. Basic Terms (S. 2, 3, 4) Assessee, assessment, assessment year, income, previous year, person, transfer. Introduction to the concept of rebate u/s 87A, Overview of Latest Finance Act, Slab rates, Rate of Ed. Cess & Surcharge</p> <p>b. Determination of residential status of individual, HUF, Company & other body corporates, scope of total income (S.5)</p>	
2	Heads of Income – I	11
	<p>a. Salary (S.15-17) excluding perquisites.</p> <p>b. Income from House Property (S. 22-27) excluding pre-construction interest</p> <p>c. Profit & Gain from Business and Profession (S. 28, 30, 31, 32, 35, 35D, 36, 37, 40, 40A and 43B)</p>	
3	Heads of Income – II and Deductions under Chapter VI A	11
	<p>a. Income from Capital Gain (S. 45, 48, 49, 50 and 54).</p> <p>b. Income from other sources (S.56- 59)</p> <p>c. Exclusions from total income (S.10). (Exclusions related to specified heads to be covered with relevant heads of income).</p> <p>d. Clubbing of income</p>	
4	Computation of Taxable Income & Tax Liability of Individuals.	12
	<p>Set-off & Carry forward Deductions from total income - S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA. Computation of taxable income & tax liability of individuals.</p>	

Reference Books

1. *Income Tax Act- Bare act,*
2. *Dr V K Singhanian-Direct Tax Law & Practice, Taxman's*
3. *ICAI Integrated Professional Competence Examination – Direct Tax*

6A. Commodity Market and Derivatives

(Implemented during Academic Year 2022-23)
(wef 2022-23)

Module at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Commodities Market and Derivatives Market.	11
2	Commodity derivatives & its uses	11
3	Commodity indices & trading mechanism	11
4	Clearing Settlement & and Legal & Regulatory Environment in Commodity Derivatives	12
Total		45
Credits		3

Objectives:

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

Course Outcomes:

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

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

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

CO3: Apply the understanding of commodity indices and trade mechanism. (Level: Apply)

CO4: Recognise the relevant regulatory aspects of commodity markets & derivatives (Level: understand)

Detailed Syllabus

Sr No	Modules / Units	No of Lectures
1	Introduction to Commodities Market and Derivatives Market	11
	<p>a) Introduction to Commodities Market: 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. Risk & types</p> <p>b) Introduction to Derivatives: Meaning, elements of a derivative contract, 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.</p>	
2	Commodity derivatives & its uses	11
	<p>a) Futures: 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> <p>b) Hedging: Speculation & arbitrage using futures, long hedge – short hedge, cash & carry arbitrage, reverse cash & carry arbitrage, payoff charts & diagrams for futures contract, perfect & imperfect hedge.</p> <p>c) Options: 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>	
3	Commodity indices & trading mechanism	11
	<p>a) Commodity Indices</p> <ol style="list-style-type: none"> i. Commodity Index ii. Index Construction and its Constituents iii. Trading in Index Futures iv. Uses of Index Futures <p>b) Trading Mechanism</p> <ol style="list-style-type: none"> i. Membership on Exchanges Having Commodity Derivatives Segment ii. Trading System in the Exchanges iii. Selection Criteria of Commodities for Trading on Derivatives Exchanges iv. Contract Specifications for Commodity Derivatives Contracts v. Profit/Loss per Contract for a Change of One Tick 	

	<ul style="list-style-type: none"> vi. Order Types and Conditions vii. Tracking Commodity Futures and Options Prices viii. Participants in Commodity Derivatives ix. Disclosures by Exchanges 	
4	Clearing Settlement & and Legal & Regulatory Environment in Commodity Derivatives	12
	<p>a) Clearing & Settlement in Derivatives Market: Meaning and concept, SEBI guidelines, types of orders, clearing mechanism – NSCCL – its objectives & functions, settlement mechanism – types of settlement.</p> <p>b) Types of Risk: Value at risk, methods of calculating VaR, risk management measures, types of margins, SPAN margin.</p> <p>c) Legal & Regulatory Environment in Commodity Derivatives:</p> <ul style="list-style-type: none"> i. Regulatory Structure of Commodities Market ii. Regulatory Norms to Encourage Commodity Derivatives 	

Reference Books

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

NISM Series - XVI Commodity Derivatives

7A. Financial Accounting

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Preparation of Final Accounts of Companies	10
2	Underwriting of Shares & Debentures	09
3	Accounting of Transactions of Foreign Currency	09
4	Investment Accounting (w.r.t. Accounting Standard- 13)	09
5	Ethical Behaviour and Implications for Accountants	08
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Prepare final accounts of companies. (Level: Create)

CO2: Describe the concept of Underwriting with respect to shares and debentures.
(Level: Apply)

CO3: Employ accounting of transactions of foreign currency. (Level: Apply)

CO4: Apply investment accounting concept. (Level: Apply)

CO5: Demonstrate ethical behaviour for accountants. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Preparation of Final Accounts of Companies	10
	Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) Preparation of financial statements as per Companies Act (excluding cash flow statement) AS 1 in relation to final accounts of companies (disclosure of accounting policies)	
2	Underwriting of Shares & Debentures	09
	Introduction, Underwriting, Underwriting Commission Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues Types of underwriting, Abatement Clause Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems	
3	Accounting of Transactions of Foreign Currency	09
	In relation to purchase and sale of goods, services, assets, loan and credit transactions. Computation and treatment of exchange rate differences.	
4	Investment Accounting (w.r.t. Accounting Standard- 13)	09
	For shares (variable income bearing securities) For Debentures/Preference shares (fixed income bearing securities) Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). Columnar format for investment account.	
5	Ethical Behaviour and Implications for Accountants	08
	Introduction, Meaning of ethical behavior Financial Reports – link between law, corporate governance, corporate social responsibility and ethics. Need of ethical behavior in accounting profession . Implications of ethical values for the principles versus rule based approaches to accounting standards The principal based approach and ethics The accounting standard setting process and ethics The IFAC Code of Ethics for Professional Accountants Contents of Research Report in Ethical Practices Implications of unethical behavior for financial reports Company Codes of Ethics The increasing role of Whistle – Blowing	

Reference Books

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

8A. Risk Management

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction, Risk Measurement and Control	11
2	Risk Avoidance and ERM	11
3	Risk Governance and Assurance	11
4	Risk Management in Insurance	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of risk measurement and control. (Level: Understand)

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

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

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

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction, Risk Measurement and Control	11
	a) Introduction, Risk Measurement and Control <ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks – Interest, Market, Credit, • Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, • Investment Strategies and Introduction to Quantitative Risk Measurement and • its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure • Analysis, Risk Immunization, Risk and Summary Measures – Simulation Method, • Duration Analysis, Linear and other Statistical Techniques for Internal Control 	
2	Risk Avoidance and ERM	11
	a) Risk Hedging Instruments and Mechanism: Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation b) Enterprise Risk Management: Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register.	
3	Risk Governance and Assurance	11
	a) Risk Governance: Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance b) Risk Assurance: Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk c) Risk and Stakeholders Expectations: Identifying the Range of Stakeholders and Responding to Stakeholders Expectations	
4	Risk Management in Insurance	12
	a) Insurance Industry: Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary b) Players of Insurance Business:	

	<p>Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification c) Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium</p>	
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Reference Books

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

Discipline Specific Elective (DSE-5,6,7,8) (Any *FOUR* of GROUP B- MARKETING)

9 B. Service Marketing

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction of Services Marketing.	11
2	Key Elements of Services Marketing Mix.	11
3	Managing Quality Aspects of Services Marketing.	11
4	Marketing of Services.	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of service marketing. (Level: Understand)

CO2: Apply the key elements of services marketing mix. (Level: Apply)

CO3: Compare quality aspects of different services. (Level: Evaluate)

CO4: Demonstrate the strategies for marketing of services. (Level: Apply)

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction of Services Marketing	11
	<ul style="list-style-type: none"> • Services marketing concept, distinctive characteristics of services, services marketing triangle, purchase process for services, marketing challenges of services. • Role of services in modern economy, services marketing environment. • Goods v/s Services marketing, goods services continuum. • Consumer behaviour, positioning a service in the market place. • 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	11
	<ul style="list-style-type: none"> • The Service Product, Pricing mix, promotion & communication mix, place/distribution of service, people, physical evidence, process-service mapping-flowcharting. • Branding of services – problems and solutions. • Options for service delivery. 	
3	Managing Quality Aspects of Services Marketing	11
	<ul style="list-style-type: none"> • Improving service quality and productivity. • Service Quality – GAP model, benchmarking, measuring service quality -zone of tolerance and improving service quality. • The SERVQUAL model. • Defining Productivity – improving productivity. • Demand and capacity alignment. 	
4	Marketing of Services	12
	<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. 	

Reference Books

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

10B. E-Commerce and Digital Marketing

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to E-commerce.	11
2	E-Business & Applications.	11
3	Payment, Security, Privacy & Legal Issues in E-Commerce.	11
4	Digital Marketing.	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of E-commerce and its trends. (Level: Understand)

CO2: Demonstrate e-business and its applications. (Level: Apply)

CO3: Compare online payment methods and security issues. (Level: Evaluate)

CO4: Demonstrate the strategies for digital marketing. (Level: Apply)

Detailed Syllabus:

Sr No	Modules / Units	No of Hours
1	Introduction to E-commerce	11
	<ul style="list-style-type: none"> • E-commerce- meaning, features of e-commerce, categories of e-commerce, advantages & limitations of e-commerce, traditional commerce & e-commerce. • E-commerce environmental factors: economic, technological, legal, cultural & social. • Factors responsible for growth of e-commerce, issues in implementing e-commerce, myths of e-commerce. • Impact of e-commerce on business, e-commerce in India. • Trends in e-commerce in various sectors: retail, banking, tourism, government, education. • Meaning of m-commerce, benefits of m-commerce, trends in m-commerce. 	
2	E-Business & Applications	11
	<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. 	
3	Payment, Security, Privacy & Legal Issues in E-Commerce	11
	<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. 	
4	Digital Marketing	12

	<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, e-mail marketing, display advertising, blog marketing, viral marketing, podcasts & vodcasts. • Digital marketing on various social media platforms. • Online advertisement, online marketing research, online PR • Web Analytics. • Promoting web traffic. • Latest developments and strategies in digital marketing. 	
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Reference Books

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

11B. Sales and Distribution Management

(Implemented during Academic Year 2022-23)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Sales and Distribution Management	11
2	Market Analysis and Selling Process	11
3	Distribution Channel Management.	11
4	Performance Evaluation, Ethics and Trends.	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of sales and distribution management. (Level: Understand)

CO2: Apply Market Analysis, Selling Skills and Selling methods to real life business situations (Level: Apply)

CO3: Compare different distribution channels. (Level: Evaluate)

CO4: Demonstrate methods of evaluation for sales and channel performance. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Sales and Distribution Management	11
	<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. • Concept of Target as Goal • Sector wise 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. d) Integration of Marketing, Sales and Distribution 	
2	Market Analysis and Selling Process	11
	<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 Selling <ul style="list-style-type: none"> ○ Sale through Fixed Shop Retailers ○ Sale through Wholesalers/Stockists ○ Direct Marketing or Personal Selling ○ Selling on the Internet ○ Telemarketing ○ Mail Order Sale • Myths about 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. • Time management for Sales People • Selling strategies – softsell vs. hardsell strategy, client centered Strategy, product-price strategy, win-win strategy, negotiation strategy. 	

	<ul style="list-style-type: none"> • Prospecting <ul style="list-style-type: none"> ○ Steps in Prospecting ○ Methods of Prospecting <ul style="list-style-type: none"> ○ Internal company Sources ○ Networking by Sales People ○ Cold Canvassing ○ Referrals from existing customers ○ Referral from External sources /stakeholders ○ Industrial directories 	
3	Distribution Channel Management	11
	<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	12
	<p>a) Evaluation & Control of Sales Performance:</p> <ul style="list-style-type: none"> • Sales performance – meaning. • Methods of supervision and control of sales force. • Sales performance evaluation criteria- key result areas (KRAs). • Sales performance review. • Sales management audit. <p>b) Measuring Distribution Channel Performance:</p> <ul style="list-style-type: none"> • Evaluating channels- Effectiveness, efficiency and equity. • Control of channel – Instruments of control – contract or agreement, budgets and reports, distribution audit. <p>c) Ethics in Sales Management.</p> <p>d)Emerging Trends in Sales and Distribution Management.</p>	

Reference Books

1. A. Nag, Sales And Distribution Management, McGraw Hill, 2013
Edition.658.8'1/NAG/MO4405
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management,
Pearson Education, 5th Edition.658/STI/CUN/M04381
3. Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management –
Text & Cases, McGraw Hill Education, 2nd Edition,
2011.658.81/HAV/CAV/M04402
4. Dr.Matin Khan, Sales and Distribution Management, Excel Books, 1st Edition.
5. Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson
Education, 13th.

12B. Customer Relationship Management

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Customer Relationship Management.	11
2	CRM Marketing Initiatives, Customer Service and Data Management.	11
3	CRM Strategy, Planning, Implementation and Evaluation.	11
4	CRM New Horizons.	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of customer relationship management. (Level: Understand)

CO2: Apply CRM marketing initiatives. (Level: Apply)

CO3: Compare different CRM strategies. (Level: Evaluate)

CO4: Demonstrate new trends in CRM. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Customer Relationship Management	11
	<ul style="list-style-type: none"> • Concept, evolution of customer relationships: Customers as strangers, acquaintances, friends and partners. • Objectives, benefits of CRM to customers and organisations, customer profitability segments, components of CRM: Information, process, technology and people, barriers to CRM. • Relationship marketing and CRM: Relationship development strategies- Organizational pervasive approach, managing customer emotions, brand building through relationship marketing, service level agreements, relationship challenges. • Acquisition tactical management (actman) model. • CRM-based segmentation. • The CRM approach to segmentation <ol style="list-style-type: none"> a. Behavioural segmentation. b. Value segmentation. c. Demographic segmentation or life cycle segmentation. d. Need segmentation. e. Attitudinal segmentation. 	
2	CRM Marketing Initiatives, Customer Service and Data Management	11
	<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. • 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	11
	<ul style="list-style-type: none"> • Understanding customers: Customer Value, customer care, company profit chain: Satisfaction, loyalty, retention and profits. 	

	<ul style="list-style-type: none"> 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. 	
4	CRM New Horizons	12
	<ul style="list-style-type: none"> E-CRM: Concept, different levels of e- crm, privacy in e-crm Software app for customer service Activity management, agent management, case assignment, contract management, customer self service, e-mail response management, escalation, inbound communication management, invoicing, outbound communication management, queuing and routing, scheduling. Social networking and CRM. Mobile-CRM. CRM trends, challenges and opportunities. Ethical issues in CRM. 	

Reference Books

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

13B. Industrial Marketing

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	11
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	11
3	Industrial Marketing Mix	11
4	Emerging Trends in Industrial Marketing	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of industrial marketing. (Level: Understand)

CO2: Apply the concept of Segmentation, targeting and positing in industrial marketing industrial marketing. (Level: Apply)

CO3: Analyse the industrial marketing mix. (Level: Analyse)

CO4: Demonstrate new trends in industrial marketing. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	11
	<p>Introduction to Industrial Marketing: Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services</p> <p>Industrial Marketing Environment: Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control</p> <p>Industrial Buying and Buying Behaviour: Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vender Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour</p>	
2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	11
	<p>Industrial Marketing Research: Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System.</p> <p>Segmentation, Targeting and Positioning in Industrial Market: Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation, Target Market: Concept, Approaches to Target Market, Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning; positioning process.</p>	
3	Industrial Marketing Mix	11
	<p>Industrial Products and New Product Development: Introduction to Industrial Products; Product Policy; Product Classification;</p> <p>Introduction to new product development; New industrial products; stages in New product development.</p> <p>Industrial Pricing: Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation</p> <p>Industrial Marketing Communication: Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing.</p> <p>Marketing Channels and Physical Distribution of Industrial Products: Industrial marketing channels; Indirect and direct</p>	

	marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel	
4	Emerging Trends in Industrial Marketing	12
	Business Networks : Business Networks in Industrial marketing, Relationship in Business networks , Technology and Business networks E-Procurement in Industrial Market : Meaning , Importance of E-procurement , Implementation of E-procurement E-Commerce : Definition of E-Commerce, Advantages and disadvantages of B2B E-Commerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security	

Reference Books

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

14B. Strategic Marketing Management

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Strategic Marketing Management	11
2	Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing	11
3	Strategic Decisions in Product, Services and Branding	11
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of strategic marketing management. (Level: Understand)

CO2: Create customer value by applying the concept of segmentation , targeting and positioning. (Level: Create)

CO3: Analyse strategic decisions in product, services and branding. (Level: Analyse)

CO4: Apply strategic decisions in marketing mix. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Strategic Marketing Management	11
	<p>Marketing: Nature of Marketing, marketing as an art, science and business discipline, marketing as a value creation process</p> <p>Strategic decisions: Nature of strategy, the marketing strategy interface, difference between marketing planning and strategic planning</p> <p>Identifying the market: The five C framework-customer, company, collaborator, competitor, context</p> <p>The 7 tactics of Marketing mix: Product, service, brand, price ,incentives, communication and distribution</p> <p>Business Model and Strategic Marketing Planning: Meaning, Role of Business models in marketing management, Strategies for developing a business models: top-down business model generation, bottom up business model generation, The G-STIC frame work for marketing planning: Goal-Strategy-Tactics-Implementation-control</p>	
2	Segmenting, Targeting, Positioning and Creation of Value in the context of Strategic Marketing:	11
	<p>Segmentation: Essence of segmentation, Factors to be considered while segmenting, key segmenting principles- relevance, similarity, exclusivity</p> <p>Identifying Target Customers: Factors to be considered while targeting, targeting strategies-One for all strategy, one for each strategy, Strategic Targeting criteria: target attractiveness, target compatibility</p> <p>Essential strategic assets for target compatibility: business infrastructure, collaborator networks, human capital, intellectual property, strong brands, established customer base, synergistic offerings, access to scarce resources and capital.</p> <p>Creating Customer Value through Positioning: Role of strategic positioning, strategic positioning options: The quality option, value option, the pioneer, a narrow product focus, target segment focus; strategies for creating superior customer value.</p> <p>Creating Company Value: Understanding Company Value: Monetary, functional and psychological value; strategically managing profits--increasing sales revenue-through volume, optimizing price, lowering costs</p> <p>Creating Collaborator Value: Meaning of collaborators, collaboration as business process, advantages and drawbacks of collaboration, levels of strategic collaboration: explicit, implicit; alternatives to collaboration: horizontal and vertical integration, managing collaborator relations; gaining collaborator power: offering differentiation; collaborator size, strategic importance, switching costs</p>	

3	Strategic Decisions in Product, Services and Branding	11
	<p>Managing Product and Services: factors affecting product and service decisions- performance, consistency, reliability, durability, compatibility, ease of use, technological design, degree of customization, physical aspects, style, packaging.</p> <p>Managing New Products: Forecasting new product demand using Primary Data and secondary data: offering specific forecasting, forecasting by analogy, category based forecasting.</p> <p>New product adoption: Understanding new product adoption, factors influencing diffusion of new offering, new product development process, managing risk in new products- market risk and technological risk, Moore’s Model of adoption of new technologies, managing product life cycle at various stages, extending Product lifecycle.</p> <p>Managing Product Lines: Managing vertical, upscale, downscale, horizontal product-Line Extensions, Managing Product Line Cannibalization, Managing Product lines to gain and defend market position-The Fighting Brand Strategy, The sandwich strategy, The Good-better-best strategy</p> <p>Brand Tactics: Brand: Meaning, brand identity, brand as value creation process brand hierarchy-Individual and umbrella branding, brand extension: vertical and horizontal, brand equity and brand power, measuring brand equity-cost based approach, market based approach and financial based approach.</p>	
4	Strategic Decisions in Pricing, Promotion and Distribution and strategic growth management	12
	<p>A) Managing Price: Major approaches to strategic pricing-cost based pricing, competitive pricing, demand pricing; Price sensitivity: meaning, psychological pricing, Five psychological pricing effects: reference price effects, price quantity effects, price tier effects, price ending effects, product line effects; Understanding competitive pricing and price wars: factors affecting price wars, Approach for developing a strategic response to competitors price cut, Other pricing strategies-captive pricing, cross price elasticity, deceptive pricing, everyday low pricing, experience curve pricing, loss leader pricing, horizontal price fixing, price signalling.</p> <p>B) Managing Promotions and incentives: Promotion mix strategy, Factors affecting strategic decisions in promotion mix, Promotion expenditure strategy, Methods to determine promotion expenditure-Breakdown Method, Buildup Method, Push and Pull promotions.</p> <p>Managing incentives as a value creation process, Goals of using customer incentives, Monetary incentives for customers, Non monetary incentives for customers.</p> <p>Collaborator incentives meaning, monetary incentives-slotting allowance, stocking allowance, cooperative advertising allowance, market development allowance, display allowance, spiffs</p>	

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

1. Alexander Chernav, Strategic management, Eight Edition ,June 2014,Cerebellum press
2. Richardn m.s Wilson, Collin Gilligan, Strategic marketing management,3rd edition, Elsevier
3. *Subhash .C.Jain, Marketing Strategy, India edition, cengage learning*
4. Sharan Jagpal, Marketng strategy, oxford university press
5. David A. Aker, Startegic Market Management, John Wiley & Sons, 2001
6. *Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson, 13t*

Evaluation Scheme
Structure of Continuous Internal Evaluation = 25 marks

Sr. No.	Particulars	Marks
1	Class Test	10 marks
2	Subject specific Term Work Module/assessment modes –as decided by the department in the beginning of the semester (like presentations, group discussions, written assignments, quiz; objective test, open book test, case study, projects, posters and exhibits etc. for which the assessment is to be based on class presentations wherever applicable).	10 marks
3	Active participation in class room discussions (and in practical work, tutorial, field work etc. as the case may be).	5 marks

Semester End Examination (SEE) Question Paper Pattern for all subjects except Analytical Skills for Managers.

Question No.	Particulars	Marks
Q 1. a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q 2. a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q 3. a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q 4. a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)
Q 5.	Case Study (From any Unit)	(7.5*2) or (5*3)

Note:

1. Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.
2. Case study may include 2 question of 7/8 marks or 3 questions of 5 marks each.

**Syllabus of Courses of
Bachelor of Management Studies (BMS) Programme
at Semester VI
(Implemented during Academic Year 2021-22)**

1. Operations Research

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
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
		4 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts of operations research and linear programming.

(Level: Understand)

CO2: Solve problems of assignment and transportation models. (Level: Apply)

CO3: Apply network analysis. (Level: Apply)

CO4: Solve problems related to job sequencing and theory of games. (Level: Apply)

Detailed Syllabus

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

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

	questions related to PERT technique, meaning, objectives, importance, scope, RORO/LASH.	
4	Job Sequencing and Theory of Games	15
	<p>Job Sequencing Problem Processing maximum 9 jobs through two machines only. Processing maximum 6 jobs through three machines only. Calculations of idle time, elapsed time etc.</p> <p>Theory of Games Introduction: Terminology of game theory: players, strategies, play, payoff, payoff matrix, maximin, minimax, saddle point. Types of games: Numerical based on: Two person zero sum games including strictly determinable and fair game, pure strategy games (saddle point available). Principles of dominance method.</p>	

Reference Books

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

2. Research Based and Internship Based Project Work

Internship Based Project Work

100 Marks Internship Based Project Work (3 Credits)

- 75 marks external examiner- 50 marks for report + 25 marks for viva/presentation
- 25 marks internal examiner-15 marks for report + 10 marks for viva/presentation

Course Outcomes:

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

CO1: Combine theoretical and practical knowledge. (Level: Create)

CO2: Analyse and interpret working cultures of organizations. (Level: Analyse)

CO3: Evaluate different strategies followed by companies. (Level: Evaluate)

CO4: Prepare a research report. (Level: Create)

Guidelines

1. Minimum 30 days of Internship with an Organization/ NGO/ Charitable Organization/ Private firm.
2. The theme of the internship should be based on any study area of the Programme.
3. Experience Certificate is Mandatory
4. **A project report has to be brief in content and must include the following aspects:**

a. Executive Summary:

A bird's eye view of your entire presentation has to be precisely offered under this category.

b. Introduction on the Company:

A concise representation of company defining its scope, products/ services and its SWOT analysis.

c. Statement and Objectives:

The mission and vision of the organization need to be stated. The broad strategies followed by the company need to be explained.

d. Your Role in the Organization during the internship:

The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.

e. Challenges:

The challenges faced in the working environment need to be explained.

f. 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.

Research Based Project Work

Inclusion of project work in the course curriculum of the Bachelor of Management Studies Programme is one of the unique aspects in the Programme structure. The main objective of inclusion of project work is to inculcate the element of research analysis and scientific temperament challenging the potential of learner as regards to his/ her eagerness to enquire and ability to interpret particular aspect of the study. It is expected that the guiding teacher should undertake guide the students and create awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

Course Outcomes:

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

CO1: Apply the research process for problem solving. (Level: Apply)

CO2: Analyse and interpret data. (Level: Analyse)

CO3: Evaluate the results from primary and secondary sources of data collection. (Level: Evaluate)

CO4: Prepare a research report. (Level: Create)

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

Evaluation pattern of the project work

The Project Report shall be evaluated in two stages viz.	
1. 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
2. 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

***The marks of Internship based project (100marks) and research-based project (100 marks) will be combined and displayed as project work in the six-semester mark sheet for four credits.**

Discipline Specific Elective (DSE-9, 10, 11, 12) Any *FOUR* of GROUP A- FINANCE

3A. International Finance

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Fundamentals of International Finance	11
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	11
3	World Financial Markets & Institutions & Risks	11
4	Foreign Exchange Risk, Appraisal & Tax Management	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain the fundamentals of international finance. (Level: Understand)

CO2: Demonstrate understanding of foreign exchange markets. (Level: Apply)

CO3: Interpret knowledge of world financial markets. (Level: Apply)

CO4: Analyse foreign exchange risk. (Level: Analyse)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Fundamentals of International Finance	11
	<p>Introduction to International Finance: Meaning/ Importance of international finance, scope of international finance, globalization of the world economy, goals of international finance, the emerging challenges in international finance</p> <p>Balance of Payment: Introduction to balance of payment, accounting principles in balance of payment, components of balance of payments, balance of payment identity Indian heritage in business, management, production and consumption.</p> <p>International Monetary Systems: Evolution of international monetary system , gold standard system , Bretton woods system, flexible exchange rate regimes – 1973 to present, current exchange rate arrangements, European monetary system, fixed & flexible exchange rate system</p> <p>An introduction to Exchange Rates: Foreign bank note market, spot foreign exchange market, Exchange rate quotations:</p> <ul style="list-style-type: none"> • Direct & indirect rates • Cross currency rates • Spread & spread %. <p>Factors affecting exchange rates</p>	
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	11
	<p>Foreign Exchange Markets: Introduction to foreign exchange markets, structure of foreign exchange markets, types of transactions & settlement date, exchange rate quotations & arbitrage, forward quotations (annualized forward margin).</p> <p>International Parity Relationships & Foreign Exchange Rate: Interest rate parity, purchasing power parity & fishers' parity, forecasting exchange rates (efficient market approach, fundamental approach, technical approach, performance of the forecasters), global financial markets & interest rates (domestic & offshore markets, money market instruments)</p> <p>Currency & Interest Rate Futures: Introduction to currency options (option on spot, futures & futures style options), futures contracts, markets & the trading process, hedging & speculation with interest rate futures, currency options in India.</p>	
3	World Financial Markets & Institutions & Risks	11
	Euro Currency Bond Markets:	

	<p>Introduction to Euro currency market, origin of Euro currency market, Euro bond market (deposit, loan, notes market), types of Euro bonds, innovation in the Euro bond markets, competitive advantages of Euro banks, control & Regulation of Euro Bond Market.</p> <p>International Equity Markets & Investments: Introduction to international equity market, international equity market benchmarks, risk & return from foreign equity investments, equity financing in the international markets, depository receipts – ADR, GDR, IDR</p> <p>International Foreign Exchange Markets: Meaning of international foreign exchange market, FERA v/s FEMA, scope & significance of foreign exchange markets, role of forex manager, FDI v/s FPI, role of FEDAI in foreign exchange market</p> <p>International Capital Budgeting: Meaning of capital budgeting, capital budgeting decisions, incremental cash flows, cash flows at subsidiary and parent company, repatriation of profits, capital budgeting techniques – NPV</p>	
4	Foreign Exchange Risk, Appraisal & Tax Management	12
	<p>Foreign Exchange Risk Management: Introduction to foreign exchange risk management, types of risk, trade & exchange risk, portfolio management in foreign assets, arbitrage & speculation.</p> <p>International Tax Environment: Meaning of international tax environment, objectives of taxation, types of taxation, benefits towards parties doing business internationally, tax havens, tax liabilities.</p> <p>International Project Appraisal: Meaning of project appraisal, review of Net Present Value Approach (NPV), option approach to project appraisal, project appraisal in the international context, practice of investment appraisal.</p>	

Reference Books

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

4A Innovative Financial Services

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Traditional Financial Services	11
2	Issue Management and Securitization	11
3	Financial Services and its Mechanism	11
4	Consumer Finance and Credit Rating	12
Total		45
		3 Credits

Objectives:

1. To familiarize the learners with the fundamental aspects of various issues associated with various innovative 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 innovative financial services.

Course Outcomes:

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

CO1: Apply the understanding of traditional financial services. (Level: Apply)

CO2: Demonstrate understanding of issue management and securitization.

(Level: Apply)

CO3: Analyze the mechanism of different innovative financial services. (Level: Analyse)

CO4: Appraise consumer finance and credit rating. (Level: Analyse)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Traditional Financial Services	11
	<p>Financial Services: Concept, objectives/functions, characteristics, financial service market, financial service market constituents, growth of financial services in India, problems in financial services sector, banking and non-banking companies, regulatory framework.</p> <p>Factoring and Forfaiting: Introduction, types of factoring, theoretical framework, factoring cost, advantages and disadvantages of factoring, factoring in India, factoring v/s forfaiting, working of forfaiting, benefits and drawbacks of forfaiting, practical problems.</p> <p>Bill Discounting: Introduction, framework, bill market schemes, factoring v/s bill discounting in receivable management.</p>	
2	Issue Management and Securitization	11
	<p>Issue Management and Intermediaries: Introduction, merchant bankers/ lead managers, underwriters, bankers to an issue, brokers to an issue.</p> <p>Stock Broking: Introduction, stock brokers, sub brokers, foreign brokers, trading and clearing/self-clearing members, stock trading (cash and normal) derivative trading.</p> <p>Securitization: Definition, securitization v/s factoring, features of securitization, pass through certificates, securitization mechanism, special purpose vehicle, securitisable assets, benefits of securitization, new guidelines on securitization.</p>	
3	Financial Services and its Mechanism	11
	<p>Lease and Hire-Purchase: Meaning, types of lease - Finance lease, operating lease, advantages and disadvantages of leasing, leasing in India, legal aspects of leasing. Definition of hire purchase, hire purchase and instalment sale characteristics, hire purchase and leasing, advantages of hire purchase, problems of hire purchase.</p> <p>Housing Finance: Introduction, Housing Finance Industry, Housing finance policy aspect, sources of funds, market of housing finance, housing finance in India- major issues, housing finance in India – Growth factors, Housing Finance Institutions in India, National Housing Bank (NHB), guidelines for asset liability management system in HFC, fair trade practice code for HFC's, housing finance agencies.</p> <p>Venture Capital: Introduction, features of venture capital, types of venture capital financing Stages, disinvestment mechanisms, venture capital investment process, Indian scenario.</p>	

4	Consumer Finance and Credit Rating	12
	<p>Consumer Finance: Introduction, sources, types of products, consumer finance practice in India, mechanics of consumer finance, terms, pricing, marketing and insurance of consumer finance, consumer credit scoring, case for and against consumer finance.</p> <p>Plastic Money: Growth of plastic money services in India, types of plastic cards- credit card- debit card- smart card- add-on cards, performance of credit cards and debit cards, benefits of credit Cards, dangers of debit cards, prevention of frauds and misuse, consumer protection, Indian scenario. Smart cards- features, types, security features and financial applications</p> <p>Credit Rating: Meaning, origin, features, advantages of rating, regulatory framework, credit rating agencies, credit rating process, credit rating symbols. Credit Rating Agencies in India, limitations of rating.</p>	

Reference Books

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

5A. Project Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Project Management & Project Initiation.	11
2	Analysing Project Feasibility.	11
3	Budgeting, Cost & Risk Estimation in Project Management.	11
4	New Dimensions in Project Management.	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

CO2: Analyse project feasibility. (Level: Analyse)

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

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

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Project Management & Project Initiation	11
	<p>Introduction to Project Management: Meaning/definition of project & project management, classification of projects, why project management, characteristics/importance of project management, need for project management (objectives), history of project management</p> <p>Organizational Structure (Project Organization): Meaning/Definition of organizational structure, organizational work flow, developing work integration positions, types of organizational structure, forms of organization, strategic business units (SBU) in project management.</p> <p>Project Initiation :- Project Selection- Meaning of project selection, Importance of project selection, criteria for project selection (Models), types of project selection, understanding risk & uncertainty in project selection.</p> <p>Project Manager Meaning of project manager, role of project manager, importance of project manager, role of consultants in project management, selecting criteria for project manager.</p> <p>Project Planning Importance of project planning, Functions of project planning, System integration, project management life cycle, conflicts & negotiation handling in project management, planning cycle & master production scheduling.</p>	
2	Analyzing Project Feasibility	11
	<p>Project Feasibility Analysis: Meaning/Definition of project feasibility, importance of project feasibility, scope of project Feasibility. Types of project feasibility- Market feasibility, technical feasibility, financial feasibility, economic viability, operational feasibility SWOT analysis (Environment impact assessment, social cost benefit analysis)</p> <p>Market Analysis: Meaning of market analysis, demand forecasting, product mix analysis, customer requirement analysis</p> <p>Technical Analysis: Meaning of technical analysis, use of various informational tools for analysing, advancement in the era of e- commerce in project management</p> <p>Operational Analysis: Meaning of operation management, importance of operation management, operation strategy - levels of decisions, production planning & control, material management - work study & method study, lean operations</p>	
3	Budgeting, Cost & Risk Estimation in Project Management	11
	Funds Estimation in Project:	

	<p>Means of financing, types of financing, sources of finance, government assistance towards project management for start-ups, cost control (operating cycle, budgets & allocations) determining financial needs for projects, impact of leveraging on cost of finance</p> <p>Risk Management in Projects: What is risk, types of risk in projects, risk management process, risk analysis & identification, impact of risk handling measures, work break down structure, new venture valuation (asset based, earnings based, discounted cash flow models) .</p> <p>Cost Benefit Analysis in Projects Introduction to cost benefit analysis, efficient investment analysis, cash - flow projections, financial criteria for capital allocation, strategic investment decisions.</p>	
4	New Dimensions in Project Management	12
	<p>Modern Development in Project Management: Introduction to modern development in project management, Project Management Maturity Model (PMMM), continuous improvement, developing effective procedural documentation, capacity planning.</p> <p>Project Monitoring & Controlling: Introduction to project monitoring & controlling, the planning – monitoring- controlling cycle, computerized Project Management Information System (PMIS), balance in control system in project management, project auditing – life cycle.</p> <p>Project Termination & Solving Project Management Problems: Meaning of project termination, reasons for termination of projects, process for terminating projects, strategy/ ways to solve project management problems, project review & administrative aspects, execution tools for closing of projects.</p>	

Reference Books:-

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

6A. Indirect Taxes

*(Implemented during Academic Year 2021-22)
(wef 2018-19)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Indirect Taxation and GST	11
2	Concept of Supply	12
3	Registration and Computation of GST	11
4	Filing of Returns	11
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Understand the concept of Indirect Taxation and Basics of GST. (Level: Apply)

CO2: Demonstrate concept of supply. (Level: Apply)

CO3: Analyze registration and computation of GST. (Level: Analyse)

CO4: Apply filing of returns. (Level: Apply)

Detailed Syllabus

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

	Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act) Computation of GST – Computation of GST under interstate and intra state supplies. 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).	
4	Filing of Returns	11
	Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act).	

Reference Books

1. *GST Bare Act 217*
2. *GST Law & Practice - V.S Datey (6th Edition)*
3. *GST Laws – National Academy of Customs, Indirect.*

7A. Strategic Financial Management

*(Implemented during Academic Year 2021-22)
(wef 2019-20)*

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Dividend Decision and XBRL	11
2	Capital Budgeting and Capital Rationing	11
3	Shareholder Value and Corporate Governance/ Corporate Restructuring	11
4	Financial Management in Banking Sector and Working Capital Financing	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

CO3: Analyse shareholder value, corporate governance and different types of corporate restructuring . (Level: Analyse)

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

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Dividend Decision and XBRL	11
	a) Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) XBRL: Introduction, Advantages and Disadvantages, Features and Users .	
2	Capital Budgeting and Capital Rationing	11
	a) Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. b) Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems	
3	Shareholder Value and Corporate Governance/Corporate Restructuring	11
	a) Shareholder Value and Corporate Governance: Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India b) Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.	
4	Financial Management in Banking Sector and Working Capital Financing	12
	a) Financial Management in Banking Sector: An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances b) Working Capital Financing: Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach .	

Reference Books: -

1. C. Paramasivan & T. Subramanian, Financial Management
2. IM Pandey, Financial Management
3. Ravi Kishor, Financial Management
4. Khan & Jain, Financial Management
5. Van Horne & Wachowiz, Fundamentals of Financial Management
6. Prasanna Chandra, Strategic Financial Management

8A. Financing Rural Development

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Rural Banking	8
2	Micro Finance	9
3	MSME Finance	9
4	Final Accounts of the Banking Companies	10
5	Risk Management in Rural Finance	9
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain concepts related to rural banking. (Level: Understand)

CO2: Compare micro and MSME finance. (Level: Analyse)

CO3: Prepare final accounts of banking companies. (Level: Create)

CO4: Describe risk management in rural finance. (Level: Understand)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Rural Banking	08
	<p>Rural India – Demographic Features, Characteristics of Rural Society, Economic Features, Infrastructure in Rural Areas, Agriculture Economy, Rural Issues and Rural Development Policies, Sources and Pattern of agriculture in India, Trends in Agricultural Finance.</p> <p>Institutional Framework – Regulation of Rural Financial Services, Rural Credit Institutions, Financing Agriculture/ Allied Activities, Financing Rural Non-Farm Sector, Priority Sector Lending, Rural Housing and Education Loans.</p> <p>Rural Banking – Financial Needs of the Poor, Role of Rural Banking, Transaction Costs, Risk Costs, Financing Poor as Bankable Opportunities Micro Credit and Self-Help Groups.</p>	
2	Micro Finance	09
	<p>Introduction – Emergence of Microfinance, Definition, Meaning and Scope, Importance and Assumptions. Lessons from International Experience.</p> <p>Models – Models of Microfinance across the world, Portfolio Securitization, SHG-2, National Rural Livelihood Mission, Impact of Microfinance, Impact Assessment and Monitoring, Microfinance and Poverty Assessment Tools.</p> <p>Financial Products and Services – Objectives, Introduction, The role of MFI – Minimalist V/s Integrated, Financial services/ products, Non – Financial Services, Designing Microfinance Models, Liquidity Management, The Revenue Model of an MFI, Cost, Volume and Profit Analysis, Measuring Operating Efficiency and Productivity in MFI's, Factors affecting Operating Expenses, Operating Efficiency.</p>	
3	MSME Finance	09
	<p>Institutional Framework – Central Government, NIMSME, Indian Institute of Entrepreneurship Guwahati, NIESBUD, NSIC, Organizations under the control of State Government, SIDBI, CGTMSE, SMERA, SSI Association in India, Changing Role of MSME Associations , Policy Orientation & Resource Allocation.</p> <p>Financing Options & Modes – Financing MSME, Why lend to MSME Sector, Debt Finance, Equity Finance, Options for Financing MSME's, Financial Products and their Access, Existing MSME Loan Products and their Nature, Common Guidelines for lending to MSME Sector, Factoring, Credit Process, Credit Assessment, Costs and Risks specific to MSME Lending, Risk Rating, Monitoring and Review of Lending.</p>	
4	Final Accounts of the Banking Companies	10
	<p>Legal Provision in Banking Regulation Act, 1949 relating to Accounts. Statutory reserves including Cash Reserve and</p>	

	Statutory Liquidity Ratio. Bill purchase and discounted, Rebate of Bill Discounted. Final Accounts in prescribed form Non – performing assets and Income from non – performing assets, Classification of Advances, standard, sub – standard, doubtful and provisioning requirement.	
5	Risk Management in Rural Finance	09
	An Introduction –Objectives, Introduction , Types of risks for MFI's, Risk Management Framework for MFI's Indicators of Credit Risk, Portfolio at Risk (PAR), Causes of high Credit Risk , Impact of Delinquencies, Managing Credit Risk, Transaction Risk, Process, System & Technology, Relationship and Portfolio Risk. Cash Planning and Co-ordination between Operation Manager and Finance Manager. Compliance to State Acts, Revised Guidelines on Priority Sector, Compliance to RBI Guidelines on NBFC – MFI's, Self-Regulation.	

Reference Books: -

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

Discipline Specific Elective (DSE-9, 10, 11, 12) Any *FOUR* of GROUP B- MARKETING

9B. Brand Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Brand Management	11
2	Planning and Implementing Brand Marketing Programs	11
3	Measuring and Interpreting Brand Performance	11
4	Growing and Sustaining Brand Equity	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

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

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

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

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

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

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Brand Management	11
	<p>Introduction to Brand Management: 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.</p>	
2	Planning and Implementing Brand Marketing Programs	11
	<p>Planning and Implementing Brand Marketing Programs: 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. Leveraging secondary brand associations to build brand equity: Companies, Countries, channel of distribution, co-branding, characters, events.</p>	
3	Measuring and Interpreting Brand Performance	11
	<p>The Brand Value Chain Measuring Sources of Brand Equity: 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 Young and Rubicam's Brand Asset Valuator Measuring Outcomes of Brand Equity 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</p>	

4	Growing and Sustaining Brand Equity	12
	<p>Designing & Implementing Branding Strategies:</p> <p>Brand Architecture: Meaning of brand architecture, the brand-product, matrix, breadth of a branding strategy, depth of a branding strategy</p> <p>Brand Hierarchy: Meaning of brand hierarchy, building equity at different hierarchy levels</p> <p>Cause Marketing to Build Brand Equity: Meaning of cause marketing, advantages, green Marketing</p> <p>Brand Extensions: Meaning, advantages, disadvantages, brand extension and brand equity.</p> <p>Managing Brands over Time: Reinforcing brands, revitalising brands</p> <p>Building Global Customer Based Brand Equity</p>	

Reference Books

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

10B. Retail Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Retail Management- An overview	11
2	Retail Consumer and Retail Strategies	11
3	Merchandise Management and Pricing	11
4	Managing and Sustaining Retail	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Explain the concept of retail management and its emerging trends (Level: Understand)

CO2: Develop a retail strategy that appeals to a specific target market by describing how the consumers' decision process affects retailers . (Level: Create)

CO3: Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes. (Level: Understand)

CO4: Apply strategies for maintaining and sustaining in retail. (Level: Apply)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Retail Management- An overview	11
	<p>Retail Management Introduction and meaning, significance, factors influencing retail management, scope of retail management</p> <p>Retail Formats Concept of organized retailing: Factors responsible for the growth of organized retail in India, multichannel retailing: Meaning and types, e-tailing: meaning, advantages and limitations</p> <p>Emerging Trends in Retailing Impact of globalization on retailing I.T in Retail: Importance, advantages and limitations, applications of I.T. in retail: EDI, bar coding, RFID Tags, electronic surveillance, electronic shelf labels. FDI in retailing: Meaning, need for FDI in Indian retail scenario Franchising: Meaning, types, advantages and limitations, franchising in India Green retailing, airport retailing.</p>	
2	Retail Consumer and Retail Strategy	11
	<p>Retail Consumer/Shopper: Meaning of retail shopper, factors influencing retail shoppers, changing profile of retail shoppers, market research as a tool for understanding retail markets and shoppers.</p> <p>CRM in Retail: Meaning, objectives Customer retention approaches: Frequent shopper programme, special customer services, personalization, and community.</p> <p>Retail Strategy: Meaning, steps in developing retail strategy, retail value chain.</p> <p>Store Location Selection: Meaning, types of retail locations, factors influencing store location.</p> <p>HRM in Retail: Meaning, significance, functions, organization structure in retail: Meaning, factors influencing designing, organization structure, organization structure for small stores/single stores/independent retailers and retail store chain/department store.</p>	
3	Merchandise Management and Pricing	11
	<p>Merchandise Management 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> <p>Buying Function: Meaning, buying cycle, factors affecting buying functions, functions of buying for different types of organizations young and Rubicam’s Brand Asset Valuator- independent store, retail chain, non-store retailer.</p> <p>Concept of Lifestyle Merchandising</p>	

	<p>Private Label: Meaning, need and importance, private labels in India.</p> <p>Retail Pricing: Meaning, considerations in setting retail pricing. Pricing Strategies: High/ low pricing: Meaning, benefits, everyday low pricing: Meaning, benefits, market skimming, market penetration, leader pricing, odd pricing, single pricing, multiple pricing, anchor pricing.</p> <p>Variable pricing and price discrimination- Meaning types: Individualized variable pricing/first degree price Self-selected variable pricing/ second degree price discrimination- clearance and promotional markdowns, coupons, price bundling, multiple – unit pricing Variable pricing by market segment/ third degree price discrimination.</p>	
4	Managing and Sustaining Retail	12
	<p>Retail Store Operations: Meaning, responsibilities of store manager, the 5 S's of retail operations (systems, standards, stock, space, staff)</p> <p>Store Design and Layout: Store design- Meaning, objectives, principles, elements of exterior and interior store design, store atmospherics and aesthetics Store layout- Meaning, types: Grid, racetrack, free form Signage and graphics: Meaning, significance, concept of digital signage Feature areas: Meaning, types: Windows, entrances, freestanding displays, end caps, promotional aisles, walls, dressing rooms, cash wraps.</p> <p>Visual Merchandising and Display: Visual merchandising- Meaning, significance, tools used for visual merchandising The concept of planogram Display- Meaning, methods of display, errors in creating display</p> <p>Mall Management Meaning and components: positioning, zoning, promotion and marketing, facility management, finance management</p> <p>Legal and Ethical Aspects of Retailing Licenses/Permissions required to start retail store in India ethical issues in retailing, career options in retailing.</p>	

Reference Books

1. Swapna Pradhan, "Retailing Management–Text and Cases", 4th Edn, Tata Mc Graw Hill.
2. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press
3. Kishore Biyani, "It Happens in India", & "The Wall Mart Story"
4. Store Manager, Organiser / Planner- DMS Retail
5. Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.

11B. Sports Marketing

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Sports Marketing: Introduction, Environment & Research	11
2	The Sports Product, Pricing Strategies & Sponsorship	11
3	Promotion & Distribution Strategies in Sports Marketing	11
4	Legal aspects & Marketing of Major Sport Events	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Describe the concepts of sport marketing. (Level: Understand)

CO2: Design strategies for marketing of sports product. (Level: Create)

CO3: Analyze the strategies of promotion and distribution in sports marketing. (Level: Analyze)

CO4: Explain the legal aspects of major sport events. (Level: Understand)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Sports Marketing: Introduction, Environment & Research	11
	Introduction to sports marketing: Sports marketing definition & characteristics, marketing myopia in sports, distinctive features of sports marketing, Model of sports Industry, Implementation of sports marketing programme Environment & Research in Sports Marketing: Environmental factors, individual factors, decision making for sports involvement, role of research in sports marketing: types of primary market research, common problems in sports marketing research	
2	The sports Product, Pricing Strategies & Sponsorship	11
	The sports products: Core & extensions, key issues in sports products strategy, managing sports brands, brand equity: benefits & development, Sales: Definition, sales approaches used in sports, selling sports to the community Pricing strategies: The basics of pricing, core issues, factors affecting pricing Sponsorship: Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships.	
3	Promotion & Distribution Strategies in Sports Marketing	11
	Promotional strategies: Promotional concepts & practice, components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing & advertising. Media options in sports marketing, Distribution strategies: Placing core products & their extensions, the facility: marketing channels, the product-place matrix.	
4	Legal Aspects & Marketing of major Sport Events	12
	Cross impact among the 5Ps of sports marketing mix. Legal aspects of sports marketing: Endorsement agreement, Player agreement, Franchise agreement & Sponsorship agreement. Marketing of major sport events: Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament.	

Reference Books

1. *Phil Schaaf -Sports Marketing - It's not just a game anymore.*
2. *Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author) - Sport Marketing*
3. *Larry DeGaris- Sports Marketing: A Practical Approach February 2015*
4. *Matthew D.Shank and Mark R. Lyberger, Sports Marketing: A Strategic Perspective, 5th edition 3 October 2014*
5. *David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen & Unwin, 2009 (3rd edition), Strategic Sport Marketing*

12B. Media Planning and Management

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Overview of Media and Media Planning	11
2	Media Mix & Media Strategy	11
3	Media Budgeting, Buying & Scheduling	11
4	Media Measurement, Evaluation	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Describe the concepts of media and media planning. (Level: Understand)

CO2: Apply media mix and media strategy to products and services. (Level: Apply)

CO3: Analyze a media budget, buying and scheduling. (Level: Analyze)

CO4: Evaluate measurement of various media. (Level: Evaluate)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Overview of Media and Media Planning	11
	<p>Overview of Media and Media Planning: Meaning of media & features of media, meaning of media planning , scope of media planning , media planning elements, role of media in business, media planning process, impact of marketing objectives on media planning, factors influencing media planning decisions, role and importance of media in consumer buying decision, role of media planner, challenges of media planning, organization structure of media company, regulatory framework and legal aspects in media planning.</p> <p>Media Research: Meaning, role and importance, Sources of Media Research: Audit bureau of circulation, press audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, reach and coverage study, CIB Listenership Survey.</p>	
2	Media Mix and Media Strategy	11
	<p>Media Mix: 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> <p>Media Choices Print Meaning- Factors affecting selection of print media decisions, types of print media, advantages and limitations. Television- Meaning, factors affecting selection of television media decisions, advantages and limitations Radio- Meaning, factors affecting selection of radio media decision, advantages and limitations. Out of Home (OOH)- Meaning, types of OOH, factors affecting OOH planning decision, advantages and limitations Emerging Media: Online, mobile, gaming, in flight, in store, interactive media. Media Strategy: Meaning, need for media strategy, situation analysis for media strategy and its components. Steps in formulating media strategies: Defining the target group, market prioritization, media weights, media mix, media scheduling.</p>	
3	Media Budgeting, Buying & Scheduling	11
	<p>Media Budget 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,</p>	

	<p>effective frequency & reach method & margin analysis ROI based approach, experimental approach, break even planning.</p> <p>Media Buying: Meaning, role of media buyer, objectives of media buying. Buying Process: Buying brief, environmental analysis, science and art of buying, benchmarking buying plan presentation deal management and post buy. Buying brief: Concept & elements of buying brief, art of media buying – negotiation in media buying, plan presentation and client feedback, Criteria in media buying.</p> <p>Media Scheduling: Meaning, importance 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>	
4	Media Measurement, Evaluation	12
	<p>Media Measurement: Basic Metrics: Reach, cumulative/frequency Reach, discrete & cumulative distribution, average opportunity to see (AOTS), effective frequency/Reach Television Metrics: Dairy v/s people meter, TRP,/TVR, program reach & time spent, stickiness index, ad viewership Radio Metrics: Arbitron radio rating Print Metrics: Circulation, average issue readership (AIR), total or claimed reader, sole or solus reader. OOH Metrics: Traffic Audit Bureau (TAB) Benchmarking Metrics: Share, profile, and selectivity Index Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).Evaluating Media Buys Evaluating Television Media Buying: Dysfunctional card rate, secondary and effective rate, deal composition, Cost Per Rating Point(CPRP), reach delivered by the buy, visibility spots, bonus percentage, upgrades and Spot Fixing, Sponsorships Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. a Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	

Reference Books

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

13B. International Marketing

(Implemented during Academic Year 2021-22)
(wef 2018-19)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to International Marketing & Trade	11
2	International Marketing Environment and Marketing Research	11
3	International Marketing Mix	11
4	Developments in International Marketing	12
Total		45
		3 Credits

Objectives:

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

Course Outcomes:

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

CO1: Describe the concepts of international marketing and trade. (Level: Understand)

CO2: Analyze the international marketing environment and its implication on business. (Level: Analyze)

CO3: Apply the international marketing mix to products and services. (Level: Apply)

CO4: Analyze the developments in international market with respect to the domestic, regional and national markets. (Level: Analyze)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to International Marketing & Trade	11
	<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	11
	<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	11
	<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 . <p>b) International Pricing Decision:</p> <ul style="list-style-type: none"> • Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing 	

	<ul style="list-style-type: none"> • International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing • International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing • International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing <p>c) International Distribution Decisions</p> <ul style="list-style-type: none"> • Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel <p>d) International Promotion Decisions</p> <ul style="list-style-type: none"> • Concept of International Promotion Decision • Planning International Promotional Campaigns: Steps - Determine the Target Audience, 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	12
	<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. 	

Reference Books: -

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

14B. Marketing for Non- Profit Organization

(Implemented during Academic Year 2021-22)
(wef 2019-20)

Module at a Glance

Sr. No.	Modules	No. of Hours
1	Introduction to Non-profit Organization.	11
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations.	11
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations.	11
4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations.	12
Total		45

Objectives:

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

Course Outcomes:

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

CO1: Describe the concepts of non-profit organization. (Level: Understand)

CO2: Design marketing mix strategies for non-profit organizations. (Level: Create)

CO3: Analyze promotion strategies of non-profit organizations. (Level: Analyze)

CO4: Explain corporate social responsibility and the need of ethics in organizations. (Level: Understand)

Detailed Syllabus

Sr No	Modules / Units	No of Hours
1	Introduction to Non-profit Organization	11
	<p>a) Non-profit organization: Meaning of Non-Profit Organization, Features of non-profit organization, Characteristics of Non Profit marketing, Stakeholders in non-profit organization, Types of non-profit organization: Charities, newly emerging social enterprise sector, public sector, political parties and campaign organizations, classification of non-profit organizations, Social need: concept, social need as a basis for developing sustainable business model for a non-profit organization.</p> <p>b) Fundraising: meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising.</p>	
2	Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations	11
	<p>a) Segmentation, Targeting & Positioning of non-profit organizations: Strategic Marketing for Non-Profit Organization, Steps in Strategic Marketing of non-profit organization, Market Segmentation, Targeting & Positioning in non-profit organization</p> <p>b) Product mix & Pricing mix in non-profit organization: Budgeting, cost effective marketing mix, Cost Management, Product or offer in non-profit organization, level of offer in non-profit organization, Pricing Objectives in non-profit organizations, Pricing Strategies in non-profit organizations</p>	
3	Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations	11
	<p>a) Promotion Mix: Promotion of non-profit Organizations: Marketing Communication Strategies, Integrated Marketing Communication in non-profit organizations, Image & reputation, Marketing Communication process, Marketing communication process, Role of Audience, message and vehicle in non-profit organization communication.</p> <p>Significance of place in non-profit organizations, Challenges for non-profit organizations in rural areas.</p> <p>b) Advocacy & Fund Raising in non-profit organization: Meaning, steps in building support for advocacy, advocacy tactics: lobbying, Coalition Building, outreach to media, educating policy makers on issues, educating public on policy issue, building relationship with policy maker. Distinctive characteristics of advocacy groups, Steps in crafting an advocacy plan, steps in engaging policy makers for lobbying, advocacy v/s lobbying, Evaluating advocacy.</p> <p>Fund Raising: meaning, Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.</p>	

4	Corporate Social Responsibility, innovations & Ethics in non-profit organizations	12
	<p>a) Corporate social responsibility: CSR, Importance of CSR, history and evolution of CSR, Policy framework for CSR in India, Section 135 of Companies Act 2013, Role of CSR committee on Boards Code of Ethics in non-profit organization, hierarchy of ethical values in non-profit organization, careers in CSR.</p> <p>b) Trends and Innovations: Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and their impact on corporate CSR, Challenges faced by non-profit organizations in India.</p> <p>c) Non-Governmental Organization (NGO): Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization & NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grass root NGO, Mother NGO, National NGO, corporate NGO, Global NGO's</p>	

Reference Books: -

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

Evaluation Scheme

Structure of Continuous Internal Evaluation = 25 marks

Sr. No.	Particulars	Marks
1	Class Test	10 marks
2	Subject specific Term Work Module/assessment modes –as decided by the department in the beginning of the semester (like presentations, group discussions, written assignments, quiz; objective test, open book test, case study, projects, posters and exhibits etc. for which the assessment is to be based on class presentations wherever applicable).	10 marks
3	Active participation in class room discussions (and in practical work, tutorial, field work etc. as the case may be).	5 marks

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

Question No.	Particulars	Marks
Q 1. a. b. c.	Any two out of three: (From Unit I)	(7.5 * 2)
Q 2. a. b. c.	Any two out of three: (From Unit II)	(7.5 * 2)
Q 3. a. b. c.	Any two out of three: (From Unit III)	(7.5 * 2)
Q 4. a. b. c.	Any two out of three: (From Unit IV)	(7.5 * 2)
Q 5.	Case Study (From any Unit)	(7.5*2) or (5*3)

Note:

Theory Question of 7.5 Marks may be divided into 2-sub question of 3/4 as per the need of the examiner.

Case study may include 2 question of 7/8 marks or 3 questions of 5 marks each.