



**R. A. Podar College Of Commerce And Economics
(AUTONOMOUS)**



Second Year Bachelor of Management Studies (BMS)

Semester III and IV

with effect from the Academic Year 2023-2024

Under Choice Based Credit, Grading and Semester System

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Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

SYBMS

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

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	Elective Courses (EC)		1	Elective Courses (EC)	
1 & 2	*Any one group of courses from the following list of the courses	06	1 & 2	** Any one group of courses from the following list of the courses	06
2	Ability Enhancement Courses (AEC)		2	Ability Enhancement Courses (AEC)	
2A	Ability Enhancement Compulsory Courses (AECC)		2A	Ability Enhancement Compulsory Courses (AECC)	
3	Information Technology in Business Management - I	03	3	Information Technology in Business Management-II	03
2B	Skill Enhancement Courses (SEC)		2B	Skill Enhancement Courses (SEC)	
4	Foundation Course (Environmental Management) - III	02	4	Foundation Course (Ethics & Governance) - IV	02
3	Core Courses (CC)		3	Core Courses (CC)	
5	Business Planning & Entrepreneurial Management	03	5	Business Economics-II	03
6	Accounting for Managerial Decisions	03	6	Business Research Methods	03
7	Strategic Management	03	7	Production & Total Quality Management	03
Total Credits		20	Total Credits		20

Elective Courses(EC) for Semester III		Elective Courses(EC) for Semester IV	
Group A: Finance Electives			
1	Equity & Debt Market	1	Financial Institutions & Markets
2	Corporate Finance	2	Corporate Restructuring
Group B: Marketing Electives (Any Two Courses)			
1	Consumer Behaviour	1	Integrated Marketing Communication
2	Advertising	2	Rural Marketing
Group C: Human Resource Electives(Any Two Courses)			
1	Recruitment & Selection	1	Training & Development in HRM
2	Motivation and Leadership	2	Change Management
Note: Group Selected in Semester III will continue in Semester IV.			

Bachelor of Management Studies (BMS) Programme

*Under Choice Based Credit, Grading and Semester System
Course Structure*

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

Semester III

No. of Courses	Semester III	Credits
1	<i>Elective Courses (EC)</i>	
1 & 2	*Any one group of courses from the following list of the courses	06
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
3	Information Technology in Business Management-I	03
2B	<i>Skill Enhancement Courses (SEC)</i>	
4	Foundation Course (Environmental Management) - III	02
3	<i>Core Courses (CC)</i>	
5	Business Planning & Entrepreneurial Management	03
6	Accounting for Managerial Decisions	03
7	Strategic Management	03
Total Credits		20

1. Elective Courses

A. Finance Electives

A.1 Equity and Debt Market

Course Credit-3

Objectives of the course:

- To impart knowledge relating to types of shares and method and legal aspect of issue of shares.
- 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. The teaching will be done mainly through

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction to Financial Market
	Shares- Meaning and Definition of shares, Types of shares-Concept of issue of shares. Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.
2	Dynamics of Equity Market
	Primary: 1) IPO – methods followed (simple numerical) 2) Book building 3) Role of merchant bankers in fixing the price 4) Red herring prospectus – unique features 5) Numerical on sweat equity, ESOP & Rights issue of shares Secondary: 1) Definition & functions of stock exchanges 2) Evolution & growth of stock exchanges 3) Stock exchanges in India (field visit) 4) NSE, BSE OTCEI & overseas stock exchanges 5) Recent developments in stock exchanges 6) Stock market Indices
3.	Players in debt markets:

	Players in debt markets: 1) Govt. securities 2) Public sector bonds & corporate bonds 3) open market operations 4) Security trading corp. of India 5) Primary dealers in Govt. securities Bonds: 1) Features of bonds 2) Types of bonds
4	Valuation of Equity & Bonds
	Valuation of equity: 1. Balance sheet valuation 2. Dividend discount model (zero growth, constant growth & multiple growth) 3. Price earning model Valuation of bonds 1. Determinants of the value of bonds 2. Yield to Maturity 3. Interest rate risk 4. Determinants of Interest Rate Risk

Learning outcomes of the course:

- Practical exposure helps the students to understand the functioning of the Financial market, players of debt market and valuation and analysis of different investing opportunity in equity and debt market.
- It provides a new career opportunity for the students in financial market.
- Understanding of the Different types of share and method of issue of share.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Equity and Debt Market

**Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
Live trading session, visit to SEBI and Stock exchange—Submission of learning outcome	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

1. Allen, Larry (1750-2000). The Global Financial System.
2. Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
3. Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modernperspective: TMIT
4. LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
5. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH

1 Elective Courses

A. Finance Electives

A.2 Corporate Finance

Course Credit-3

Objectives of the course:

- To learn about various concept of financial management.
- To study time value of money and its impact in depth
- To help in bring role of finance in maintaining the business

Modules at a Glance

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

Sr. No	Approved Syllabus
1	<p>Introduction</p> <ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. • Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.
2	<p>Capital Structure and Leverage</p> <ul style="list-style-type: none"> • Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.
3	<p>Time Value of Money</p> <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	<p>Mobilisation of Funds</p> <p>Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.</p>

Foreign capital and collaborations, Foreign direct Investment (FDI) Emerging trends in FDI Global Depository Receipts, Policy development, Capital flows and Equity Debt. Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring, Recent developments regulation, legislation

Learning Outcome of the course:

- This subject gives an opportunity to students to develop their understanding towards corporate finance that is useful for financial business.
- It ensures focus on sensitizing and understanding the importance of financial management.
- It ensures awareness about various Innovative Business Models in relation to corporate finance which can be used by them as future entrepreneurs.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Corporate Finance
Allocation of 40 Marks---Internal evaluation
SEMESTER -III

Method of evaluation	Marks
Written Test	15
Project	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks
SEMESTER III

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
Q.2	C	Theory/ Concept based question	12	12
	A	Theory/ Concept based question	6	
	B	Theory/ Concept based question	6	
Q.3	OR			12
	C	Theory/ Concept based question	12	
	A	Theory/ Concept based question	6	
Q.4	B	Theory/ Concept based question	6	12
	OR			
	C	Theory/ Concept based question	12	
Q.5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

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

1 Elective Courses

B. Marketing Electives

B.1 Consumer Behaviour

Course Credit-3

Objectives of the course:

- The objectives of consumer behaviour analysis is to understand the attitudes of the consumer about a product. Their preferences, likes and dislikes which lead to the further modernization of the sales strategies by the marketer.
- To develop an understanding about the consumer decision making process and its applications in the marketing function of a firm.
- This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour.
- Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer- oriented marketing strategies.

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction To Consumer Behaviour:
	<ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour • Profiling the consumer and understanding their needs • Consumer Involvement • Application of Consumer Behaviour knowledge in Marketing • Determinants of Buyer • Behaviour, factors affecting each stage, and Need recognition.
2	Individual- Determinants of Consumer Behaviour
	<ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, Mc Cleland). • Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. • Concepts-- • Perception and Consumer Behavior: consumer groups, social class • Attitude and Consumer Behavior: meaning, types • Culture and Consumer Behavior: meaning, cross culture consumer analysis- basis for cross culture marketing • Perception and Consumer Behavior: introduction to groups, reference groups, social class, determining consumer behavior

	<ul style="list-style-type: none"> • motivation and consumer behavior: introduction, motives and motivation, Means an End model • Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude • Formation & Change. • Attitude - Concept of attitude
3.	Environmental Determinants of Consumer Behaviour
	<ul style="list-style-type: none"> • Family Influences on Buyer Behaviour, • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences. • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.
4	Consumer decision and New Trends
	<ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell Miniard Model, Nicosia Models of Consumer Decision Making • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behavior The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

Learning Outcome of the course:

- The learner has acquired knowledge on understanding of the determinants of consumer behaviour
- Consumer behaviour is well understood with respect to family life cycle, social class and other factors
- There is understanding of perception, attitudes, culture and consumer behaviour

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
PPT	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Reference Books

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

1 Elective Courses

B.2 Advertising Course Credit-3

Objectives of the course:

- To understand and examine the growing importance of advertising.
- To understand the construction of an effective advertisement
- To understand the role of advertising in contemporary scenario.
- To understand the future and career in advertising.

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction to Advertising
	<ul style="list-style-type: none"> • Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising and other types. • Theories of Advertising : AIDA <ul style="list-style-type: none"> • Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising
2	Strategy and Planning Process in Advertising
	<ul style="list-style-type: none"> • Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan-Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools • Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC • Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation. • Careers in advertising
3.	Creativity in Advertising
	<ul style="list-style-type: none"> • Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas –

	<p>introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</p> <ul style="list-style-type: none"> • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research
4	Budget, Evaluation, Current trends and careers in Advertising
	<ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing • Current Trends in Advertising: Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising. • Artificial intelligence in Advertising

Learning Outcome of the course:

1. The learner acquire skill sets to make an effective advertisement
2. The learner is able to understand all elements of an ad campaign.
3. Interaction in the class ensures effective learning

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Advertising
Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
Project—Prepare an advertisement to promote an idea, product or service	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
Q.2	C	Theory/ Concept based question	12	12
	A	Theory/ Concept based question	6	
	B	Theory/ Concept based question	6	
Q.3	OR			12
	C	Theory/ Concept based question	12	
	A	Theory/ Concept based question	6	
Q.4	B	Theory/ Concept based question	6	12
	OR			
	C	Theory/ Concept based question	12	
Q.5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

1. Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective" TataMcgraw 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 MarketingCommunication", Pearson Edu 2014
7. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006

1 Elective Courses

C. Human Resource Electives

C.1 Recruitment & Selection

Course Credit-3

Objectives of the course:

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

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Hiring Process
	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment. • Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis, Preparation of Job description and Job specification • Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. • Source of Recruitment– a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards, Website/Portals, Internship, Placement Consultancies-Traditional (In-House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). Recruitment process outsourcing
2	Selection
	<ul style="list-style-type: none"> • Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). • Screening-Pre and Post Criteria for Selection, Steps of Selection • Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. Interviewing sessions—simulation session • Selection Hurdles and Ways to Overcome Them
3.	Placement and Induction
	<ul style="list-style-type: none"> • Placement: Assessment, classification model • Induction: Need, Process – effective orientation program • Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics • Recruitment and Selection Strategies– with respect to

	Service, Finance, I.T., Law And Media Industry • Employee retention : concept, measures, Exit interview
4	Soft Skills
	• Preparing Bio-data and C.V. • Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele Conferencing Skills, • Presentation and Negotiation Skills, Aesthetic Skills, • Etiquettes-Different Types and Quitting Techniques.

Learning Outcome of the course:

- The students are acquainted with the core concepts of recruitment and selection, induction and soft skills.
- Under this subject, the students practically experience interviews and selection process along with an insight of the human resource management
- The subject also throws a perspective of how students can groom themselves in relation to interview preparation, preparation of CV and other related aspects

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Recruitment & Selection Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
Preparation of CV/JD/JS	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

1. Dipak Kumar Bhattacharya - Human Resource Management
2. Arun Monappa- Managing Human Resource.
3. C.B. Memoria -Personnel Management
4. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: JaicoPublishing House.
5. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western

1 Elective Courses

C.2 Motivation & Leadership

Course Credit-3

Objectives of the course:

- To gain knowledge of the leadership strategies for motivating people and changing organizations
- To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences
- To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Motivation -I	12
2	Motivation -II	15
3	Leadership-I	17
4	Leadership-II	16
	TOTAL	60

Sr. No	Approved Syllabus
1	Motivation-I
	<ul style="list-style-type: none"> • Concept of motivation, Importance, Tools of Motivation. Factors affecting motivation • Theory Z, Equity theory. • Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.
2	Motivation-II
	<ul style="list-style-type: none"> • East v/s West, motivating workers (in context to Indian workers) • The Indian scene – basic differences. • Work –Life balance – concept, differences, generation and tips on work life balance.
3.	Leadership-I
	<ul style="list-style-type: none"> • Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership. • Theories –Trait Theory, Behavioural Theory, Path Goal Theory. • Transactional v/s Transformational leaders. • Strategic leaders– meaning, qualities. • Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)
4	Leadership-II
	<ul style="list-style-type: none"> • Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump) • Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). • Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader.

Learning Outcome of the course:

- This paper demonstrates effective implementation of leadership strategy and development of leadership skills.
- The concepts of work life balance, motivation and its application is also achieved under this paper.
- It gives a basic understanding various motivation and leadership theories and its application in real work life scenario

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
Class Assignment of Studying factors motivating any personality	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
Q.2	C Theory/ Concept based question	12	12	
	A Theory/ Concept based question	6		
	B Theory/ Concept based question	6		
Q.3	OR		12	
	C Theory/ Concept based question	12		
	A Theory/ Concept based question	6		
Q.4	B Theory/ Concept based question	6	12	
	OR			
	C Theory/ Concept based question	12		
Q.5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

1. Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar
2. Labour Management relations in India – K.M. Subramanian
3. Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982
4. Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj.

2. Ability Enhancement Courses (AEC)

2A. Ability Enhancement Compulsory Course (AECC)

1. Information Technology in Business Management-I

Course Credit-3

Objectives of the course:

- To learn basic concepts of Information Technology, its support and role in Management, for managers. To understand basic concepts of Email, Internet and websites, domains and security therein.
- To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Cyber law and IT act	15
2	Office Automation using MS-Office	15
3	Email, Internet and its Applications	15
4	E-Security	15
	TOTAL	60

Sr. No	Approved Syllabus
1	Introduction to IT Support in Management & Cyber law, IT act 2000
	<ul style="list-style-type: none"> • Information Technology concepts Concept of Data, Information and Knowledge Concept of Database • Cyber forensic and computer crimes and types. Crimes targeting computers: definition of cybercrime and computer related crimes. (a) Data Theft (b) Hacking (c) Spreading Virus and Worms (d) Phishing (e) Cyber Stalking (f) identity theft and impersonation (g) credit card and online banking frauds (h) Obscenity, pornography and child pornography (i) cyber defamation, defacement (j) illegal online selling and gambling (k) denial of service attacks (l) cyber terrorism (m) software piracy and illegal downloading. Reasons for cybercrime • Block chain technology • Evolution of the IT act, Genesis and necessity. Salient features of the IT act, 2000, various authorities under IT act and their powers; penalties on offences, amendments. • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)
2	Office Automation using MS Office
	<ul style="list-style-type: none"> • Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index,

	<p>Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</p>
3.	Email, Internet and its Applications
	<p>• Introduction to Email Writing professional emails Creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN • DNS Basics. Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C,B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.</p>
4	E-Security Systems
	<p>• 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</p>

	Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • Information Security Environment in India with respect to real Time Application in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E-Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions • Threat Hunting Software
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Learning Outcome of the course:

1. The learner has understanding of the concepts related to cyber law and its applications.
2. The learner is able to conduct himself/herself with discretion and prudence
3. There is understanding of all concepts related to E Commerce and M Commerce with relation to IT

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Information Technology in Business Management-I
Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
Project	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15
MarksSEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

Paper pattern for written test of 60 Marks
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

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

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

2B.1 Foundation Course –III

(Environmental Management)

Course Credit-2

Objectives of the course:

- To learn about various Environmental Concepts
- To study Environment degradation and its impact in depth
- To help in bring Sustainability and role of business in maintaining sustainability
- To foster Innovations in business- an environmental Perspective

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Environmental Concepts	12
2	Environment degradation	11
3	Sustainability and role of business	11
4	Innovations in business- an environmental Perspective	11
	TOTAL	45

Sr. No	Approved Syllabus
1	Environmental Concepts:
	<ul style="list-style-type: none"> • Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • Biogeochemical cycles - Concept and water cycle • Ecosystem & Ecology; Food chain, food web & Energy flow pyramid • Resources: Meaning, classification(Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner
2	Environment degradation
	<ul style="list-style-type: none"> • Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies • Pollution – meaning, types, causes and remedies (land, air, water and others) • Global warming: meaning, causes and effects. (Case Studies) • Disaster Management: meaning, disaster management cycle. • Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste) (Business Case Studies)
3.	Sustainability and role of business
	<ul style="list-style-type: none"> • Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India. • EIA, Environmental auditing, ISO 14001

	<ul style="list-style-type: none"> • Salient features of Water Act, Air Act and Wildlife Protection Act, Environment protection act 1986 • Carbon bank & Kyoto protocol
4	Innovations in business- an environmental perspective
	Non-Conventional energy sources- Wind, Bio-fuel, Solar, Tidal and Nuclear Energy. Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits ,other business projects for greener future (Discussion of Business Model in Application/ Reality) Technology driven ways of communication such as Skype, web conferencing

Learning Outcome of the course:

- This subject gives an opportunity to students to develop their understanding towards environmental factors that foster innovations and sustainability in business.
- It also focuses on sensitizing understand the importance of Environmental studies in their daily approach
- It aims to make students aware about various Innovative Business Model in relation to environment which they can use as future entrepreneurs.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Foundation Course –III Allocation of 40 Marks---Internal evaluation SEMESTER -III

Method of evaluation	Marks
Project	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks SEMESTER III

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

1. Environment Management, N.K. Uberoi , Excel Books, Delhi
2. Environmental Management - Text & Cases, Bala Krishnamoorthy, Prentice Hall of India
3. Environmental Management- National and global Perspectives, Swapan C. Deb, JAICO
4. Environmental Management, Dr.Anand S. Bal, Himalaya Publishing House
5. Environmental Priorities in India, Khoshoo, Environmental Society (N.Delhi)

3. Core Courses (CC)

3.1 Business Planning & Entrepreneurial Management

Course Credit-3

Objectives of the course:

- Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
- To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Foundations of Entrepreneurship Development:
	<ul style="list-style-type: none"> • Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Significance of growth of entrepreneurial activities Qualities of entrepreneur • Theories of Entrepreneurship: X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Assistance and incentives for promoting and development of entrepreneurship.
2	Types & Classification Of Entrepreneurs
	<ul style="list-style-type: none"> • Intrapreneur –Concept and Development of Intrapreneurship • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group • Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s. • Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)
3.	Entrepreneur Project Development & Business Plan
	<ul style="list-style-type: none"> • Innovation, Invention, Creativity, Business Idea, Opportunities through change. • Idea generation– Sources-Development of product /idea, • Environmental scanning and SWOT analysis • Creating Entrepreneurial Venture-Entrepreneurship Development Cycle

	• Elements of Business Plan,
4	Venture Development
	<ul style="list-style-type: none"> • Steps involved in starting of Venture • Institutional support to an Entrepreneur • Venture funding, requirements of Capital (Fixed and working) - SEED capital Sources of finance, problem of Venture set-up and prospects • Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. • New trends in entrepreneurship- Fin Tech Health Tech and Startup

Learning Outcome of the course:

- This course helps to achieve an understanding of the basics of entrepreneurship and enhances the entrepreneurial skills in fulfilling managerial responsibilities in a company along with SME sector.
- It also makes the students aware about various aspects related to Entrepreneurship.
- This paper establishes the core concepts in developing business plan and learning the trends in venture development.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Business Planning & Entrepreneurial Management

Allocation of 40 Marks---Internal evaluation

SEMESTER -III

Method of evaluation	Marks
Project Developing a business plan	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks

SEMESTER I

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for written test of 60 Marks
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno

3. Core Courses (CC)

3.2. Accounting for Managerial Decisions

Course Credit-3

Objectives of the course:

- To acquaint management learners with basic accounting fundamentals.
- To develop financial analysis skills among learners.
- To impart knowledge in learner to make decision by using various management accounting tools
- The course aims at explaining the core concepts of business finance and its importance in managing a business

Modules at a Glance

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

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

	<ul style="list-style-type: none"> • Receivables management-Meaning &Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]
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Learning outcomes of the course:

- Practical exposure helps the students to understand the use of Management Accounting tools for analysis and decision making.
- Basic knowledge preparing financial statement as per companies Act 2013.
- The Learner will be able to analyse the financial statement of companies.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

**Accounting for Managerial Decisions Allocation of 40 Marks---
Internal evaluation SEMESTER -III**

Method of evaluation	Marks
Written Test	15
Project/ Assignment	20
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

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

3. Core Courses (CC)

3.3 Strategic Management

Course Credit-3

Objectives of the course:

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction
	<ul style="list-style-type: none"> • Business Policy-Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management-Meaning, Definition, Importance, Strategic management • Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) • Prepare a strategic policy statement for a company
2	Strategy Formulation
	<ul style="list-style-type: none"> • Environment Analysis and Scanning(SWOT) • Design corporate level strategy: Diversification, vertical integration, portfolio synergy, BCG Matrix • Design Business level strategy: Cost leadership, differentiation • Design network level strategy: joint venture, competition, alliance, competition v/s cooperation • Global strategies: Building Transactional cooperation
3.	Strategic Implementation
	<ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis& Choices &Implementation • Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level.

4	Strategic Evaluation & Control
	Strategic Evaluation & Control – Meaning, Steps of Evaluation & Techniques of Control Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. Strategic change.

Learning Outcome of the course:

- Basic knowledge of the field of strategic management and the main perspectives within this field
- Analysing a company’s strategic situation, with particular emphasis on strategic analyses on the businesslevel, the corporate level, and the network level
- The students will able to analysing the strategic situation of company and it detail aspect regarding thebusiness

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz,management games would be conducted in the class to make learning an enjoyable experience.

**Strategic Management
Allocation of 40 Marks---Internal evaluation
SEMESTER -III**

Method of evaluation	Marks
Project—Company case study	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER III**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

**Paper pattern for written test of 60 Marks
SEMESTER III**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

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

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading and Semester System Course Structure

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

Semester IV

No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>	
1 & 2	*Any one group of courses from the following list of the courses	06
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
3	Information Technology in Business Management-II	03
2B	<i>Skill Enhancement Courses (SEC)</i>	
4	Foundation Course (Ethics & Governance)- IV	02
3	<i>Core Courses (CC)</i>	
5	Business Economics-II	03
6	Business Research Methods	03
7	Production & Total Quality Management	03
Total Credits		20

1. Elective Courses (EC)

Group A. Finance Electives

A.1 Financial Institutions & Markets

Course Credit-3

Objectives of the course:

- 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.
- To inculcate understanding relating to managing of financial system.
- To introduction Foreign Exchange Market to enable the student to understand the concept which could be applied in the third year

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Financial System in India
	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) Role of micro Finance institutions
2	Financial Regulators & Institutions in India(detail discussion on their role and functions)
	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 and AMFI Need and Principles of regulation • 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)

	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 Markets • Insurance and Mutual funds – An introduction
4	Managing Financial Systems Design
	Foreign Exchange markets Derivative Market and Risk Management• Case studies relating to disinvestments polices of PSU in India, Global crises and failures in market systems around world

Learning outcomes of the course:

- Practical exposure helps the students to understand the functioning of the market.
- It provides a new career opportunity for the students
- Understanding of the functioning of the markets helps the students as they have knowledge and are aware of the intricacies of the financial markets

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Financial Institutions & Markets
Allocation of 40 Marks---Internal evaluation
SEMESTER -IV

Method of evaluation	Marks
Class Test	15
Visit – submission of learning outcome	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks
SEMESTER IV

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for written test of 60 Marks
SEMESTER IV
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

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

Group A. Finance Electives
A 2. Corporate Restructuring
Course Credit-3

Objectives of the course:

- To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
- The subject covers the complex facets of corporate restructuring process
- To impart knowledge relating redemption of preference share.
- To impart knowledge relating Buy-back of equity share

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Corporate Restructuring – Introduction and Concepts (Only Theory)
	Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring. • Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies. • Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale • Redemption of preference shares. and Buy-back of equity shares (Only Theory)
2	Accounting of Internal Reconstruction (Practical and theory)
	Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions • Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory)
	In the nature of merger and purchase with corresponding accounting treatments of pooling of interest (Only theory) and purchase methods respectively • Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.
4	Impact of Reorganization on the Company - An Introduction (Only Theory)

	<p>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</p> <ul style="list-style-type: none"> • Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts. • Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.
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Learning Outcome of the course:

- Provide a comprehensive understanding of the principles and techniques of corporate restructuring analysis.
 - Students are exposed to several economic and accounting concepts that practitioners in the field use and apply.
 - Students can apply financial models and formulae to evaluate key parameters in the restructuring analysis
 - Students can exercise powers of inquiry, logical thinking, and critical analysis of arguments and evidence. Interpret and evaluate theoretical arguments and empirical evidence.
- Provide a comprehensive understanding about Redemption preference and Buy-back of Equity Shares

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Corporate Restructuring
Allocation of 40 Marks---Internal evaluation
SEMESTER -IV

Method of evaluation	Marks
Written Test	15
Project	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks
SEMESTER IV

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for written test of 60 Marks
SEMESTER IV
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

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

1. Elective Courses (EC)

Group B. Marketing Electives

B.1 Integrated Marketing Communication

Course Credit-3

Objectives of the course

- IMC helps in building attention and awareness for your brand
- Helps the students to communicate information about the product
- Helps in building an approach to planning communications that gives the small business the potential to get better results from various campaigns and reduce marketing costs.

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction to Integrated Marketing Communication
	<ul style="list-style-type: none"> • History and Overview Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • 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
	<p>Advertising – Features, Role of Advertising in IMC, Types of Media used for advertising.</p> <ul style="list-style-type: none"> • Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, 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
	<p>Direct Marketing - Role of direct marketing in IMC, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</p> <ul style="list-style-type: none"> • 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	Overview of an IMC campaign
	Creating a fully integrated marketing communication plan. <ul style="list-style-type: none"> • Advertising and promotion • Advertising and Branding • Advertising and Promotion

Learning Outcome of the course:

- Thoroughly describe a range of media and methods available to marketers.
- Develops a clearly thought out Communications Audit.
- The learner gets a point of view regarding marketing communications.
- Demonstrate a comprehensive understanding of Marketing Communications theories and concepts.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Integrated Marketing Communication

**Allocation of 40 Marks---Internal evaluation
SEMESTER -IV**

Method of evaluation	Marks
Project- Make an effective advertisement	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

**Paper pattern for written test of 60 Marks
SEMESTER IV**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

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

Group B. Marketing Electives

B.2 Rural Marketing

Course Credit-3

Objectives of the course:

- The objective is to familiarise the students to the Rural Marketing environment so that they can understand consumer's and marketing characteristics of rural environment.
- It aims to make the students familiar with the concept of 4P'S and 4A's with reference to Rural marketing scenario and to discuss how it is different from urban counterparts
- It also focuses on understanding and contributing to the emerging challenges in the upcoming global economic scenario

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Constraints in Rural Marketing and Strategies to overcome constraints
2	Rural Market
	<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: <ol style="list-style-type: none"> a) Demographics– Population, Occupation Pattern, Literacy Level; b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c) Rural Infrastructure -Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.
3	Rural Marketing Mix
	<ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting & Positioning for rural market. <p>Discussion on live case study example Chik shampoo sachets</p>
4	Rural Marketing Strategies

	<ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based) • Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media
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Learning Outcome of the course:

- This paper allows students to explore various facets of rural marketing and expose them towards rural market environment and challenges in the globalized economies.
- It makes the students aware about various dimensions of rural marketing

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Rural Marketing

**Allocation of 40 Marks---Internal evaluation
SEMESTER -IV**

Method of evaluation	Marks
PPT	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for written test of 60 Marks
SEMESTER IV
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATIONBASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							
Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							
Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____							

Reference Books

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

1. Elective Courses (EC)

Group C. Human Resource Electives

C.1 Training & Development in HRM

Course Credit-3

Objectives of the course:

- This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. The subject tries to make the students aware about various concepts related to training and development.
- Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them.

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Overview of Training
	Overview of training– concept, scope, importance, objectives, features, need and assessment of training. • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), Types–On the Job &Off the Job Method. • Assessment of Training Needs, Methods & Process of Needs Assessment. Design and implementing a training program
2	Overview of Development
	• Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counselling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self development, succession planning.
3	Concept of Management Development
	• Concept of Management Development. • Process of MDP. • Programs & methods, importance, evaluating a MDP.
4	Performance measurement, Talent management & Knowledge management
	• Performance measurements– Appraisals, pitfalls & ethics of appraisal. • Talent management –Introduction ,Measuring Talent Management, Integration & future of TM, Global TM & knowledge management— OVERVIEW -Introduction: History, Concepts,

	<ul style="list-style-type: none"> • Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle
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Learning Outcome of the course:

- This paper will orient the students to understand the importance through implementing of an ineffective training program suitable according to requirement.
- The subject aims to discuss various training and development models that the students can apply in real life scenario.
- This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Training & Development in HRM
Allocation of 40 Marks---Internal evaluation
SEMESTER -IV

Method of evaluation	Marks
Designing of a training program	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15
Marks SEMESTER IV

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

**Paper pattern for written test of 60 Marks
SEMESTER IV**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

1. Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
2. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
3. Employee Training And Development - Raymond Noe
4. Every Trainers Handbook- Devendra Agochia
5. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
6. Training And Development- S.K. Bhatia.

Group C. Human Resource Electives

C.2 Change Management

Course Credit-3

Objectives of the course:

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

Modules at a Glance

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

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

Learning outcomes of the course:

- This course helps to achieve foundational aspects of change management and also studies the role played by a change agent in bringing about a successful change in processes.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Change Management

Allocation of 40 Marks---Internal evaluation**SEMESTER -IV**

Method of evaluation	Marks
Designing of Organizational development program	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

**Paper pattern for written test of 60 Marks
SEMESTER IV**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks
Q.1	A Theory/ Concept based question	6	12
	B Theory/ Concept based question	6	
	OR		
	C Theory/ Concept based question	12	
Q.2	A Theory/ Concept based question	6	12
	B Theory/ Concept based question	6	
	OR		
	C Theory/ Concept based question	12	
Q.3	A Theory/ Concept based question	6	12
	B Theory/ Concept based question	6	
	OR		
	C Theory/ Concept based question	12	
Q. 4	A Theory/ Concept based question	6	12
	B Theory/ Concept based question	6	
	OR		
	C Theory/ Concept based question	12	
Q. 5	A Application based question	12	12
	OR		
	B Application based question	12	
TOTAL			60

Reference Books

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

2. Ability Enhancement Courses (AEC)

2A. Ability Enhancement Compulsory Course

2A.1 Information Technology in Business Management-II

Course Credit-3

Objectives of the course:

- To understand managerial decision-making and to develop perceptive of major functional area of MIS.
- To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. To learn and understand relationship between database management and data warehouse approaches , the requirements and applications of data warehouse
- To learn outsourcing concepts. BPO/KPO industries, their structures , Cloud computing

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Management Information System
	<ul style="list-style-type: none"> • Overview of MIS, Types of information system Definition, Characteristics • Subsystems of MIS (Activity and Functional subsystems) • Structure of MIS • Reasons for failure of MIS. • Understanding Major Functional Systems Marketing & Sales Systems Finance & Accounting Systems Manufacturing & 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
	<ul style="list-style-type: none"> • Concepts of ERP • Architecture of ERP Generic modules of ERP • Applications of ERP • ERP Implementation concepts ERP lifecycle • , Tally, group ledgers, voucher entries and different reports

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

Learning outcome of the course:

- Solve organization problems, individually and/or in teams, using quantitative, qualitative, and technology-enhanced approaches.
- Demonstrate professional communication and behavior.
- Apply knowledge of business concepts and functions in an integrated manner.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Information Technology in Business Management-II**Allocation of 40 Marks---Internal evaluation****SEMESTER -IV**

Method of evaluation	Marks
Practicals	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks**SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for written test of 60 Marks
SEMESTER IV
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

Reference Books

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

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

2B.1 Foundation Course –IV

(Ethics & Governance)

Course Credit-2

Objectives of the course:

- To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
- To learn the applicability of ethics in functional areas like marketing, finance and human resource management
- To understand the emerging need and growing importance of good governance and CSR by organizations
- To study the ethical business practices, CSR and Corporate Governance practiced by various organizations

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Ethics and Business Ethics	12
2	Ethics in Marketing, Finance and HRM	12
3	Corporate Governance	11
4	Corporate Social Responsibility (CSR)	11
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Ethics and Business Ethics
	<ul style="list-style-type: none">• Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Objectives, Scope of Ethics• Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business EthicsPrinciples of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and ConsequencesMyths regarding Business EthicsEthical Performance in Businesses in India
2	Ethics in Functional areas
	<ul style="list-style-type: none">• Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements• Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992• Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership & ethical behaviour at workplace• Environmental ethics

3	Corporate Governance
	<ul style="list-style-type: none"> • Concept, Principle of corporate governance Need for Corporate Governance. • Significance of Ethics in Corporate Governance, Benefits and Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading
4	Corporate Social Responsibility (CSR)
	<ul style="list-style-type: none"> • Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • CSR Principles and Strategies • Social Accounting • Ethical Issues in International Business Practices • Recent Guidelines in CSR • Society's Changing Expectations of Business With Respect to Globalisation • Future of CSR • corporate citizenship • implication of CSR • case study of Mahindra and Mahindra & Tata group CSR

Learning outcome of the course:

- This subject offers a clear perspective of ethics and ethical framework in various functional areas like Finance, Marketing, HR of the organization which thereby paves the way for taking decisions adhering to the ethics followed the company.
- Helps students to develop the orientation towards CSR or ISR at Individual and society level

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Ethics & Governance

**Allocation of 40 Marks---Internal evaluation
SEMESTER -IV**

Method of evaluation	Marks
PPT	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15 Marks
SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

**Paper pattern for written test of 60 Marks
SEMESTER IV**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

**CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/ APPLICATION
BASED ACTIVITY: _____**

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr . No	Rol l No	Name of the student	Content (5)	Team buildin g (5)	Presentation skills		Total (20)
					Verba l (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Name of the Topic		Date of Presentation:					
Sr . No	Rol l No	Name of the student	Content (5)	Team buildin g (5)	Presentation skills		Total (20)
					Verba l (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Name of the Topic		Date of Presentation:					
Sr . No	Rol l No	Name of the student	Content (5)	Team buildin g (5)	Presentation skills		Total (20)
					Verba l (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Reference Books

1. Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition
2. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition
4. Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
5. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
6. S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
7. Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

3. Core Courses (CC)

3.1. Business Economics- II

Course Credit-3

Objectives of the course:

- Understand the fundamental principles and models of modern **economics** in depth and be able to apply them to **economic** and social issues.
- Be able to use mathematical models to analyze behavior.
- Be able to apply advanced, modern econometric methods to the analysis of data.

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction to Macroeconomic Data and Theory
	<ul style="list-style-type: none"> • Macroeconomics: Meaning, Scope and Importance. • Circular flow of aggregate income and expenditure: closed and open economy models • The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.
2	Money, Inflation and Monetary Policy
	<ul style="list-style-type: none"> • Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money • Demand for Money : factors data mining demand for money • Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. • Monetary policy : Meaning, objectives and instruments, inflation targeting
3	Constituents of Fiscal Policy
	<ul style="list-style-type: none"> • Role of a Government to provide Public goods- Principles of Sound and Functional Finance • Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance • Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.
4	Open Economy : Theory and Issues of International Trade
	<ul style="list-style-type: none"> • 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

Learning Outcome of the course:

- Learner would be able to use critical thinking skills within the discipline of economics about economic matters.
- He/She would be able to present viewpoints and alternative hypothesis on economic issues.
- The learner would be able to recognize underlying assumptions in economic models.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Business Economics- II

**Allocation of 40 Marks---Internal evaluation
SEMESTER -IV**

Method of evaluation	Marks
PPT	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of
15 Marks SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

**Paper pattern for written test of 60 Marks
SEMESTER IV**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars	Marks per Question	Total marks	
Q.1	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.2	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q.3	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 4	A Theory/ Concept based question	6	12	
	B Theory/ Concept based question	6		
	OR			
	C Theory/ Concept based question	12		
Q. 5	A Application based question	12	12	
	OR			
	B Application based question	12		
TOTAL			60	

CRITERIA FOR EVALUATING POWER POINT PRESENTATION/CASE STUDY/
APPLICATION BASED ACTIVITY: _____

MARKS: 20

FY/SY/TY BMS: Division A/B

Semester: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Name of the Topic		Date of Presentation:					
Sr. No	Roll No	Name of the student	Content (5)	Team building (5)	Presentation skills		Total (20)
					Verbal (5)	Non Verbal (5)	
1							
2							
3							
4							

Sign: 1 _____ 2. _____ 3. _____ 4. _____ Faculty Sign: _____

Reference Books	
1	Ackley. G (1976), Macro Economic Theory and Policy, Macmillan Publishing Co. New York
2	Ahuja. H.L., Modern Economics — S.Chand Company Ltd. New Delhi.
3	Blanchard Olivier (2000), Macro Economics, Englewood Elitt, Prentice Hall
4	Bouman John, Principles of Macro Economics
5	Dornbusch , Rudiger, Fisher Stanley and Startz, Richards Macroeconomics, Nineth edition 2004 Tata-Mac Graw Hill, New Delhi.
6	Dwivedi, D.N.(2001),Macroeconomics: Theory and Policy, Tata-Mac GrawHill, New Delhi.
7	Friedman Hilton (1953) Essays in Positive Economics, University of Chicago Press, London.
8	Gregory. N. Mankiw, Macroeconomics, Fifth Edition (2002) New York: Worth Publishers
9	Jhingan, M.L., Principles of Economics— Vrinda Publications (P) Ltd.
10	Shapiro, E (1996), Macro-Economic Analysis ,Galgotia Publication, New Delhi.
11	Vaish .M.C. (2010) Macro Economic Theory 14th edition, Vikas Publishing House(P)Ltd

3.2 Business Research Methods

Course Credit-3

Objectives of the course:

- To develop understanding of the basic framework of research process.
- To develop an understanding of various research designs and techniques.
- To identify various sources of information for literature review and data collection.
- To understand some basic concepts of research and its methodologies.
- To organize and conduct research in a more appropriate manner
- To write a research report and thesis
- To write a research proposal

Modules at a Glance

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

Sr. No	Approved Syllabus
1	Introduction to business research methods
	<ul style="list-style-type: none"> • Meaning and objectives of research • Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Types- Descriptive, Exploratory and causal. • Sampling– <ul style="list-style-type: none"> a) meaning of sample and sampling, b) methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage. <p>Business element in Research</p>
2	Data collection and Processing
	<ul style="list-style-type: none"> • Types of data and sources• Methods of collection of primary data a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets) b) Experimental i)Field ii) Laboratory c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews -Method, d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. e) Survey instrument– i) Questionnaire designing.

	<ul style="list-style-type: none"> f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. Scaling techniques-i) Likert scale, ii) Semantic Differential scale
3	Data analysis and Interpretation
	<ul style="list-style-type: none"> Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note Analysis of data-Meaning, Purpose, types. Interpretation of data-Essentials, Univariate analysis, Bi- variate analysis and Cross table for Chi square test Multivariate analysis– concept only Testing of hypothesis– concept and problems– i)T test, ii) Z-test (for large and small sample)iii) Chi square
4	Advanced techniques in Report Writing
	<ul style="list-style-type: none"> Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography Ethics and research Objectivity, Confidentiality and anonymity in Research Plagiarism

Learning Outcome of the course:

- The learner is able to understand the purpose of research.
- He/She is able to identify and understand potential ethical, empirical and analytical problems plaguing the research process and ways to overcome them.
- The learner is able to identify a business problem/ need, translate it into a research question, and design an appropriate way to answer it.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Business Research Methods

Allocation of 40 Marks---Internal evaluation SEMESTER -IV

Method of evaluation	Marks
Project	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks SEMESTER IV

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

Paper pattern for written test of 60 Marks
SEMESTER IV
Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
Q.3	C	Theory/ Concept based question	12	12
	A	Theory/ Concept based question	6	
	B	Theory/ Concept based question	6	
Q.4	OR			12
	C	Theory/ Concept based question	12	
	A	Theory/ Concept based question	6	
Q.5	B	Theory/ Concept based question	6	12
	OR			
	A	Application based question	12	
TOTAL				60

Reference Books

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

3.3 Production & Total Quality Management Course Credit-3

- **Objectives of the course:**
- To make the learner to evaluate and analysis by using various productivity tools.
- To enable the learner understand the cost of quality and its evaluation technique.

Modules at a Glance

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

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

Learning outcomes of the course:

- Practical exposure helps the students to understand the functions of production units.
- It provides a new career opportunity for the students in production and total quality management
- Understanding of the Technique of evaluation and analysis of production.
- The learner can understand various stock level for inventory management.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Production & Total Quality Management
**Allocation of 40 Marks---Internal
 evaluation SEMESTER -IV**

Method of evaluation	Marks
Industrial visit – Submission of learning outcome/ Project	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

**Suggested Paper pattern for written test of 15
 Marks SEMESTER IV**

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

**Paper pattern for written test of 60 Marks
SEMESTER IV**

Paper pattern for Semester End Examination (SEE) of 60 Marks

Question No.	Particulars		Marks per Question	Total marks
Q.1	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.2	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q.3	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 4	A	Theory/ Concept based question	6	12
	B	Theory/ Concept based question	6	
	OR			
	C	Theory/ Concept based question	12	
Q. 5	A	Application based question	12	12
	OR			
	B	Application based question	12	
TOTAL				60

Reference Books

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