



S P Mandali's
**R. A. PODAR COLLEGE OF COMMERCE AND
ECONOMICS (EMPOWERED AUTONOMOUS),**
Matunga, Mumbai-400019

Syllabus
And
Question paper pattern of Course
Bachelor of Management Studies

AICTE approved
DTE Code: 03568

S.Y. BMS Semester III &IV
Syllabus as per National Education Policy 2020
To be implemented for Academic Year 2025-2026

HYPERLINK "http://www.rapodar.ac.in" www.rapodar.ac.in

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R. A. PODAR COLLEGE OF COMMERCE AND ECONOMICS
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Syllabus
And
Question paper pattern of Course
of
**Bachelor of Management Studies Programme
Second Year Semester III**

As per National Education Policy 2020
To be implemented from Academic Year 2025- 2026

College Website: www.rapodar.ac.in

Bachelor of Management Studies (BMS) Programme
Syllabus as per National Education Policy 2020

Course Structure

S.Y.BMS (Level 5)

(To be implemented from Academic Year- 2025-26)

No. of Courses	Course Codes	Semester III	Credits
1		Major (9 credits)	
		Course I	
1.A.a	PUB103201	Strategic Management	03
		Course II*	
1.A.b	PUB103202	Equity and Debt Market	03
1.A.c	PUB103203	Talent Management and Leadership Dynamics	03
1.A.d	PUB103204	Consumer Behaviour	03
		Course III**	
1.A.e	PUB103205	Basics of Financial Services	03
1.A.f	PUB103206	Organisation Behaviour and HRM	03
1.A.g	PUB103207	Social Marketing	03
2		Minor (03 credits) #	
2.A.a	PUB203201	Corporate Finance	03
2.A.b	PUB203202	Human Resource Planning and Information System	03
2.A.c	PUB203203	Advertising	03
3		General Elective (GE)/ Open Elective (OE) (03 Credits)	
3.A.a	PUB303201	Industrial Law	03
4		Vocational & Skill Enhancement Courses (VSEC) (02 credits)	
4.A		Vocational Skill Course (VSC)	
4.A.a	PUB403201	Computer Application in Business Management - I	03
5		Ability Enhancement Course, Value Enhancement Course, Indian Knowledge System (02 credits)	
5.A		Ability Enhancement Course (AEC)	
5.A.a	PUA503201 PUA503202 PUA503203	Linguistic Studies I Sanskrit – I Marathi – I Hindi – I	02
6		Internship/Field Project / Research Project / Community Engagement (02 credits)	
6.A.a	PUA603201	Foundation of Research Skills (Internship/Field Project/Research Project/Community Engagement)	02
TOTAL		CUMULATIVE CREDITS	22

*** The courses offered under Course II* are mandatory courses as per the areas of specialisation.**

The learner would be offered any one course from the list of courses provided under Course III**

The learner could select any one course from the list of courses provided under Minor for Semester III and IV respectively.

Exit option at the end of the Second year (on completion of semester III and semester IV):

Under Graduate Diploma in Management Studies will be awarded to a learner on fulfilment of the Following conditions:

1. The learner should have acquired 44 credits in Semester III and IV considered together.
2. The learner should acquire an additional 4 credits as per norms by completing recognized courses under the National Skill Qualification Framework (NSQF) such as a course on computer concepts, an Entrepreneurial Development Course, and Internship

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course I

1.A.a Strategic Management (Course Credit 3)

Semester III

1.Major	
1.A Course I	
1.A.a Strategic Management (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To expose students to various perspectives and concepts in the field of Strategic Management
CObj 2	The course would enable the students to understand the principles of strategy formulation, implementation, and control in organizations.
CObj 3	To help students develop skills for applying these concepts to the solution of business problems.
CObj 4	To help students master the analytical tools
CObj 5	Learners will Cultivate leadership qualities required for guiding organizations through strategic change.
CObj 6	Enhances decision-making skills of the learners in the context of strategic choices.
CObj 7	Helps Gain a comprehensive understanding of how different business functions interconnect.
Course Outcomes	
COut 1	Basic knowledge of the field of strategic management and the main perspectives within this field
COut 2	Analyzing a company's strategic situation, with particular emphasis on strategic analyses on the business level, the corporate level, and the network level
COut 3	The students will be able to analyzing the strategic situation of company and it detail aspect regarding the business
COut 4	Conduct and present a credible business analysis in a team setting.
COut 5	Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
COut 6	Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective
COut 7	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.

Modules at a Glance:

Sr. No.	Modules	No. Of lectures
1	Introduction to Strategic Management	15
2	Strategy Formulation	15
3	Strategic Implementation, Evaluation & Control	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Strategic Management
	<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, Evaluation & Control
	<ul style="list-style-type: none"> • Strategic Implementation • Models of Strategy making. • Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level. • 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.

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.

Major Course I
Question Paper Pattern (Academic Year: 2025-2026)
Strategic Management

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ^{##}	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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
6. Abdellatif M., Amann B. and Jaussaud J. (2010), Family versus non family business: A comparison of international strategies. Journal of Family Business Strategy, 1(2), 108–116.
7. Abell D. F. (1999), Competing today while preparing for tomorrow, MIT Sloan Management Review, 40/3, 73–81.
8. Ackelsberg R. and Arlow P. (1985), Small business do plan and it pays off. Long Range Planning, 18(5), 61–67.
9. Adams J., Tashchian A. and Shore T. (1996), Ethics in family and non-family owned firms: An exploratory study. Family Business Review, 9(2), 157–170.
10. Adler P. S. (1995), Interdepartmental interdependence and coordination: The case of the design/manufacturing interface. Organization Science, 6(2), 147–167.
11. Corporate Strategies - Oxford University Press - B.P. Banerjee
12. Tools & Techniques for Strategic Management - Pergamon Press - P.B. McNamee

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)
1. Major Course II *
1.A.b Equity and Debt Market (Course Credit 3)
Semester III**

1.Major	
1.A Course II	
1.A.b Equity and Debt Market (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To impart knowledge relating to types of shares and method and legal aspect of issue of shares.
CObj 2	This paper will enable the students to understand the evolution of various aspects of financial markets.
CObj 3	Helps Learners in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis.
CObj 4	Helps learner understand the risk characteristics associated with different types of equity and debt instruments.
CObj 5	Learners will learn about capital structure of companies and the decisions related to the mix of equity and debt financing.
CObj 6	Stay informed about market trends, economic indicators, and their impact on equity and debt markets.
Course Outcomes	
COut 1	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.
COut 2	It provides a new career opportunity for the students in financial market.
COut 3	Understanding of the Different types of shares and method of issue of share.
COut 4	Provides insights into the financial structure of firms and how it impacts their cost of capital and overall financial health.
COut 5	Equips individuals to advise companies on capital-raising strategies and financial decision-making.
COut 6	Enhances quantitative skills necessary for effective financial analysis and decision-making.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Introduction to Financial Market	15
2	Dynamics of Equity Market	15
3	Valuation of Equity & Bonds	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Financial Market
	<p>Shares- Meaning and Definition of shares, Types of shares-Concepts 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.</p> <p>Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market. Players in debt markets: Govt. securities Public sector bonds & corporate bonds 3) open market operations Security trading corp. of India Primary dealers in Govt. securities Bonds: Features of bonds Types of bonds</p>
2	Dynamics of Equity Market
	<p><i>Primary:</i> IPO – methods followed (simple numerical) Book building Role of merchant bankers in fixing the price Red herring prospectus – unique features Numerical on sweat equity, ESOP & Rights issue of shares</p> <p><i>Secondary:</i> Definition & functions of stock exchanges Evolution & growth of stock exchanges 3) Stock exchanges in India (field visit to Exchange, Regulatory body) 4) NSE, BSE OTCEI & overseas stock exchanges Recent developments in stock exchanges Stock market Indices</p>
3	Valuation of Equity & Bonds
	<p>a) Valuation of equity: b) Balance sheet valuation c) Dividend discount model (zero growth, constant growth & multiple growth) d) Price earning model. e) Valuation of bonds f) Determinants of the value of bonds g) Yield to Maturity h) Interest rate risk i) Determinants of Interest Rate Risk</p>

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

Major Course II

Question Paper Pattern (Academic Year: 2025-2026)

Equity and Debt Market**Internal Examination & Semester End Examination – 100 Marks****A] Internals-40 Marks**

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ##	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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 Million. 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

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course II *

**1.A.c Talent Management and Leadership Dynamics (Course Credit 3)
Semester III**

1.Major	
1.A Course II	
2.A.c Talent Management and Leadership Dynamics (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization.
CObj 2	To give an in-depth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject.
CObj 3	To gain knowledge of the leadership strategies for motivating people and changing organizations
CObj 4	To study how leaders, facilitate group development and problem solving and work through problems and issues as well as transcend differences
CObj 5	To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context
Course Outcomes	
COut 1	The learners are able to demonstrate how to use motivational techniques in a team scenario.
COut 2	Learners are able to apply different leadership styles to manage a diverse workforce.
COut 3	Able to differentiate between intrinsic and extrinsic motivation and their relevance in workplace settings.
COut 4	Evaluate the effectiveness of motivational strategies used in organizations.
COut 5	Develop a leadership development plan that incorporates motivation theories.
COut 6	Create innovative strategies to integrate motivation and leadership to achieve organizational excellence.
COut 7	Describe the relationship between job analysis, job description, and job specification.
COut 8	Illustrate the role of screening and shortlisting in the selection process.
COut 9	Create innovative strategies for addressing challenges in hiring for specialized roles.
COut 10	Evaluate the ethical considerations in recruitment and selection processes.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Recruitment and Selection	15
2	Concept of Leadership	15
3	Introduction to Motivation	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Recruitment and Selection
	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope, Importance and relevance of Recruitment. • Job Analysis--Concept, Specifications, Description, Process and Methods, Uses of Job Analysis • Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. • Source or Type 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). • Technique of Recruitment-Traditional Vs Modern Recruitment <p>Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</p> <ul style="list-style-type: none"> • Screening-Pre and Post Criteria for Selection, Steps of Selection • Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. • Selection Hurdles and Ways to Overcome Them • Induction-Concept, Types-Formal /Informal, Advantages of Induction, how to make Induction Effective • Orientation & On Boarding-Programme and Types, Process. • Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics • Current trends in Recruitment and Selection Strategies– with respect to • Service, Finance, I.T., Law and Media Industry
2	Concept of Leadership
	<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– Types, characteristics and qualities: • Charismatic Leaders (socialized, personalized, office-holder, personal, divine) • Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai

	Ambani, Bill Gates, Mark Zuckerberg, Donald Trump) • Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self- leadership, online leadership, finding and creating effective leader.
3	Introduction to Motivation
	• Concept of motivation, Importance, Tools of Motivation. • Theory Z, Equity theory. • Process Theories-Vroom’s Expectancy Theory, Valency-Four drive model. • Work –Life balance – concept, differences, generation and tips on work life balance

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.

Major Course II
Internal Examination & Semester End Examination – 100 Marks

A) Internals-40 Marks

Method of evaluation	Marks
Role play on types of interviews	20
Preparing a Resume	20
TOTAL	40

B) Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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.

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course II *

1.A.d Consumer Behaviour (Course Credit 3)

Semester III

1. Major	
1.A Course I	
1.A.d Consumer Behaviour (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	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.
CObj 2	To develop an understanding about the consumer decision making process and its applications in the marketing function of a firm.
CObj 3	This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour.
CObj 4	Students are expected to develop the skill of understanding and analyzing consumer information and using it to create consumer- oriented marketing strategies.
CObj 5	Develop an understanding of how individuals and groups make decisions regarding the purchase, use, and disposal of products and services.
CObj 6	Understand how consumer needs and preferences drive product and service innovation.
Course Outcomes	
COut 1	The learner has acquired knowledge on understanding of the determinants of consumer behaviour
COut 2	Consumer behaviour is well understood with respect to family life cycle, social class and other factors
COut 3	There is understanding of perception, attitudes, culture and consumer behaviour
COut 4	Provides a foundation for comprehending the complexities of consumer decision-making.
COut 5	Prepares students to contribute to the development of innovative and market-responsive products and services.
COut 6	Equips students to create compelling messages that resonate with target audiences
COut 7	Enhances students' understanding of cognitive processes, motivation, perception, and learning in consumer behavior.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Introduction To Consumer Behaviour	15
2	Individual and Environmental Determinants of Consumer Behaviour	15
3	Consumer decision making models and New Trends	15
	TOTAL	45

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 and Environmental 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. • 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 • Consumer Needs & Motivation (Theories – Maslow, Mc Cleland) • 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 • 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
3	Consumer decision making models and New Trends

<ul style="list-style-type: none">• Consumer Decision making models: Howard Sheth Model, Engel Blackwell Miniard Model, Nicosia Models of Consumer Decision Making• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles• E-Buying behavior The E-buyer vis-a vis the Brick and Mortar buyer,• Influences on E-buying
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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.

Major Course II
Question Paper Pattern (Academic Year: 2025-2026)
Consumer Behaviour
Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

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

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course III *

1.A.e Basics of Financial Services (Course Credit 3)

Semester III

1.Major	
1.A Course III	
1.A.e Basics of Financial Services (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	The course aims at explaining the core concepts of business finance and its importance in managing a business
CObj 2	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.
CObj 3	To acquaint students with the tools, types, instruments of financial system in the realm of Indian Financial Market.
CObj 4	Understand the range of services offered by banks, including deposits, loans, and other financial products.
CObj 5	Understand the regulatory framework governing financial services.
CObj 6	Promote financial literacy among individuals.
CObj 7	Explore the principles of insurance and the various types of insurance products.
Course Outcomes	
COut 1	Understand the core concepts of business finance and its importance in managing a business.
COut 2	Develop a conceptual framework of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.
COut 3	Provides insight into the core functions of banks and their role in the financial ecosystem.
COut 4	Ensures awareness of legal and compliance aspects to maintain ethical practices in the financial industry.
COut 5	Empowers individuals to make informed financial decisions and manage their personal finances effectively.
COut 6	Enables individuals to understand risk management through insurance and the protection it provides.

Modules at Glance:

Sr. No.	Modules	No. of Lectures
1	Financial System	15
2	Commercial Banks and Development Banks	15
3	Insurance and Mutual Funds	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Financial System
	<ul style="list-style-type: none"> • An Overview of Financial System, Financial Markets • Structure of Financial Market (Organised and Unorganized Market), • Components of Financial System, Major Financial Intermediaries, Financial Products, • Functions of Financial System, Regulatory Framework of Indian Financial System (Overview of SEBI and RBI – Role and Importance of Regulators).
2	Commercial Banks and Development Banks
	<ul style="list-style-type: none"> • Concept of Commercial Banks – Functions, Investment Policy of Commercial Banks, • Liquidity in Banks, Asset Structure of Commercial Banks, • Non-performing Asset, • Interest Rate Reforms, Capital Adequacy Norms, CAMEL ratings model and DICGC • Development Bank - Characteristics of Development Banks, Need and Emergence of Development Financial Institutions in India, Functions of Development Banks
3	Insurance and Mutual Funds
	<ul style="list-style-type: none"> • Concept, Characteristics, Insurance Company Operations, Features and Principles, • Reinsurance, Purpose and Need of Insurance, Different Kinds of Life Insurance Products, Basic Idea about Fire and Marine Insurance and Bancassurance • SIP, SWP, STP • Mutual Fund Schemes, Money Market Mutual Funds, • Private Sector Mutual Funds, • Evaluation and Performance of Mutual Funds, Functioning of Mutual Funds in India.

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

Major Course III
Question Paper Pattern (Academic Year: 2025-2026)
Basics of Financial Services

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. Essentials of Financial Services (2017) – S.Gurusamy
2. Financial Services (2007) – Sultan Chand and Sons
3. Financial Services (10th Edition) 15th July 2019 – M.Y.Khan

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course III *

**1.A.f Organisation Behaviour and HRM (Course Credit 3)
Semester III**

1.Major	
1.A Course III	
1.A.f Organisation Behaviour and HRM (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To provide an understanding of the basic principles of organisational behaviour to acquaint the students with managerial skills and the required inputs with reference to human resource management.
CObj 2	Improve communication skills, both interpersonal and organizational.
CObj 3	Understand the dynamics of teams and how to manage group behavior.
CObj 4	Examine the concept of organizational culture and its impact on employee behavior.
CObj 5	Understand the importance of diversity and inclusion in the workplace.
Course Outcomes	
COut 1	To define and explain the basic concepts of organizational behaviour and motivation.
COut 2	To explain the essential concepts of organisational conflicts, resolution of conflicts through negotiation, change management and organisational development.
COut 3	To familiarize the various aspects of HR, to deal effectively with people resourcing and talent management and HR functions in an organization.
COut 4	To understand the concepts of HRD, its role and importance in the success of organization.
COut 5	To develop an understanding towards compensation management and industrial relations.
COut 6	Enables individuals to foster positive relationships, resolve conflicts, and convey information effectively.
COut 7	Helps individuals understand factors influencing employee motivation and satisfaction, contributing to improved organizational performance.
COut 8	Promotes a diverse and inclusive culture, fostering innovation and a broader talent pool.

Modules at glance:

Sr. No.	Modules	No. of Lectures
1	Introduction to Organisational Behaviour	15
2	Organisational Conflict and Change	15
3	Human Resource Management, Planning and Development	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Organisational Behaviour
	<ul style="list-style-type: none"> • Introduction to Organisational Behaviour – Concept, Definitions, Evolution of OB. • Importance of Organisational Behaviour – Cross-cultural Dynamics, Creating Ethical Organisational Culture and Climate. • Individual and Group Behaviour – OB Models – Autocratic, Custodial, Supportive, Collegial and SOBC in Context with Indian OB. • Human Relations and Organisational Behaviour..
2	Organisational Conflict and Change
	<ul style="list-style-type: none"> • Managing Communication – Conflict Management Techniques. • Time Management Strategies. • Learning Organisation and Organisational Design. • Rewards and Punishments – Termination, Layoffs, Attrition, Retrenchment, Separation and Downsizing.
3	Human Resource Management, Planning and Development
	<ul style="list-style-type: none"> • HRM – Meaning Objectives, Scope and Functions. • HRP – Definition, Objectives, Importance, Factors Affecting HRP, Process of HRP, Strategies of HRM and Global HR Strategies. • HRD – Concept, Meaning, Objectives and HRD Functions.

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.

Major Course III
Question Paper Pattern (Academic Year: 2025-2026)
Organisation Behaviour and HRM

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. Aswathappa, Organizational Behaviour, 12th edition, Himalaya, 2016
2. Edwin B. Flippo, Personnel Management, 6th edition, TMH, 2013
3. Subba Rao, Management & Organizational Behavior, 2nd edition, Himalaya, 2014
4. C.B. Mamoria & VSP Rao, Personnel Management, 20th edition, Himalaya, 2015
5. Stephen P. Robins, Organisational Behaviour, 11th edition, PHI Learning / Pearson Education, 2008
7. Rustom S. Davar, Personnel Management & Industrial Relations, 10th edition, Vikas Publishers, 2009
8. K. Venkataratnam, Human Resource Management, 1st edition, Seven hills Book Publications, 2011
9. Aswathappa, Human Resource & pe Management, 6th edition, Tata McGraw Hill, 2010
10. Mc Shane & Von Glinov, Organisational Behaviour, 4th edition, Tata Mc Graw Hill, 2007

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course III *

**1.A.g Social Marketing (Course Credit 3)
Semester III**

1.Major	
1.A Course III	
1.A.g Social Marketing (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Students will be inculcated the fundamentals of social marketing and social ethics to understand the essentials of social marketing
CObj 2	Extensive consideration is given to monitoring, evaluating, and tuning the implementation of social marketing initiatives.
CObj 3	Pupils will be introduced the various agencies of Social Marketing and Corporate Social Responsibility (CSR), along with various career opportunities available in the field of social marketing.
CObj 4	Develop effective communication strategies tailored to diverse audiences.
CObj 5	Learn how to build partnerships with various stakeholders, including non-profit organizations, government agencies, and community groups.
CObj 6	Understand the ethical considerations in social marketing, including cultural sensitivity and responsible messaging.
Course Outcomes	
COut 1	Understand the basic concepts and evolution of social marketing.
COut 2	Demonstrate the Social Marketing Plan, Criteria for Evaluating Segments, Targeting, and basis of segmentation.
COut 3	Categorize the different models and theories of social marketing of social change.
COut 4	Summarize the various agencies involved in social marketing and knowledge on Corporate Social Responsibility (CSR).
COut 5	Locate diverse opportunities in the area of social marketing.
COut 6	Enables individuals to convey messages in ways that resonate with different demographic groups and cultures.
COut 7	Enhances collaboration and amplifies the impact of social marketing efforts through synergies with key stakeholders.
COut 8	Contributes to the broader goal of creating environmentally conscious and sustainable communities.

Modules at glance:

Sr. No.	Modules	No. of Lectures
1	Introduction to Social Marketing and Its Environment	15
2	Social Marketing Plan, Segmentation, Targeting and Positioning	15
3	Managing Behaviour for Social Change & Corporate social responsibility (CSR)	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Social Marketing and Its Environment
	<ul style="list-style-type: none"> • Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing V/s Commercial Marketing, Challenges of Social Marketing, Social Marketing Unique Value Proposition, Relevance of Social Marketing, Environment in Social Marketing, Components, Impact of Environment on Social Marketing.
2	Social Marketing Plan, Segmentation, Targeting and Positioning
	<ul style="list-style-type: none"> • Social Marketing Plan, Steps in Developing Social Marketing Plan, Importance of Planning, Segmentation, Basis of Segmentation, Criteria for Evaluating Segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of Positioning.
3.	Managing Behaviour for Social Change & Corporate social responsibility (CSR)
	<ul style="list-style-type: none"> • Types of Behaviour Objectives, Knowledge Objectives and Belief Objectives, Behaviour Change Models, Theories and Framework: Social Norm Theory, The Diffusion of Innovation Model, The Health Belief Model, The Ecological Model, Theory of Reasoned action and Theory of Planned Behaviour, Social Cognitive Theory/Social Learning. • Meaning, NGO, Voluntary Organisation, Third Sector, Status of Voluntary Sector in India, CSR, Meaning, Overview of CSR in India, NPO Sector, Need for Governance in Not for Profit Sector, Ethics in Social 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

Major Course III
Question Paper Pattern (Academic Year: 2025-2026)
Social Marketing

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. KOTLER, P. & LEE, N.R. (2016.) Social marketing: changing behaviors for good. USA: Sage Publications. 5th edition.
2. Sameer Deshpande, Nancy R. Lee. Social Marketing in India.

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

3. Minor Course I[#]

**2.A.a Corporate Finance (Course Credit 3)
Semester III**

2. Minor	
2.A Course I	
2.A.a Corporate Finance (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To learn about the various concept of financial management
CObj 2	To study time value of money and its impact in depth
CObj 3	To help in bring role of finance in maintaining the business.
CObj 4	Develop a comprehensive understanding of financial decision-making within a corporate context.
CObj 5	Understand the concept of the cost of capital and its significance in capital budgeting and financing decisions.
CObj 6	Develop skills in financial modelling for forecasting and analyzing financial performance.
CObj 7	Learn about the financial aspects of mergers, acquisitions, and corporate restructuring.
Course Outcomes	
COut 1	This subject gives an opportunity to students to develop their understanding towards corporate finance that is useful for financial business.
COut 2	It ensures focus on sensitizing and understanding the importance of financial management
COut 3	It ensures awareness about various Innovative Business Models in relation to corporate finance which can be used by them as future entrepreneurs.
COut 4	Equips individuals to make informed financial choices that align with the goals and objectives of the organization.
COut 5	Provides insights into determining the optimal mix of debt and equity to minimize the cost of capital.
COut 6	Enhances quantitative skills for making accurate financial projections and strategic decisions.
COut 7	Equips individuals to navigate complex financial transactions and contribute to successful corporate strategies.

Modules at glance:

Sr. No.	Modules	No. of Lectures
1	Introduction to Corporate Finance	15
2	Capital Structure and Leverage	15
3	Time Value of Money	15

Sr. No	Approved Syllabus
1	Introduction to Corporate Finance
	<p>Introduction to Corporate Finance:</p> <ul style="list-style-type: none"> • Meaning, Principles of Corporate Finance, Significance of Corporate Finance, • Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. <p>Introduction to ownership securities–</p> <ul style="list-style-type: none"> • Ordinary Shares, Preference Shares, Creditorship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities. <p>Mobilisation of Funds:</p> <ul style="list-style-type: none"> • Public deposits, Company deposits, Protection of Depositors (Deposit Insurance and Credit Guarantee Corporation (DICGC)), Public deposits with NBFC's., • Foreign Direct Investments, Global Depository Receipts, American Depository Receipts, Policy development
2	Capital Structure and Leverage
	<ul style="list-style-type: none"> • Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage. • Weighted Average Cost of Capital
3	Time Value of Money
	<ul style="list-style-type: none"> • Introduction to Time Value of Money – compounding and discounting, Factors affecting Time value of Money • 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

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.

Minor Course I
Question Paper Pattern (Academic Year: 2025-2026)
Corporate Finance
Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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.
5. Prasanna Chandra - Financial Management - Tata - McGraw Hill

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

2. Minor Course I [#]

**2.A.b Human Resource Planning and Information System (Course Credit 3)
Semester III**

2. Minor	
2.A Course I	
2.A.b Human Resource Planning and Information System (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To understand the concepts, importance, and processes of Human Resource Planning.
CObj 2	To explore the application of information systems in HR planning and decision-making.
CObj 3	To analyse the role of technology in workforce management and HR analytics.
CObj 4	To develop practical skills for using HR Information Systems (HRIS).
CObj 5	Develop skills to use data-driven approaches in human resource management.
CObj 6	Understand the ethical and legal considerations in workforce planning.
CObj 7	Understand recruitment and selection processes in line with HRP.
Course Outcomes	
COut 1	Understand the meaning, features and scope of Strategic Human resource planning
COut 2	Leverage knowledge management technology to create leading edge HR practices.
COut 3	To build students' understanding of the impact of the human resource management profession on business and society.
COut 4	Students will be able to describe the significance of HRP in workforce management and organizational success.
COut 5	Students will assess the impact of HRIS on decision-making, employee data management, and business efficiency.
COut 6	Students will critically evaluate issues such as data privacy, compliance, and ethical concerns in HRP and HRIS implementation.
COut 7	Students will develop a model HRIS framework tailored to an organization's specific HR needs.
COut 8	Students will critically evaluate issues such as data privacy, compliance, and ethical concerns in HRP and HRIS implementation.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Overview of Human Resource Planning (HRP)	15
2	HRP Practitioner, Aspects of HRP and Evaluation	15
3	Human Resource Information Systems	15
	TOTAL	45

Sr. No.	Approved Syllabus
1	Overview of Human Resource Planning (HRP)
	<p>a) Overview of Human Resource Planning (HRP): Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. Process of HRP- Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables.</p> <ul style="list-style-type: none"> • Barriers in Effective Implementation of HRP and Ways to Overcome Them. • Strategic Human Resource Planning –Meaning and Objectives. • Link between Strategic Planning and HRP through Technology. • HR Policy –Meaning, Importance. • HR Programme-Meaning and Contents.
2	HRP Practitioner, Aspects of HRP and Evaluation
	<p>a) HRP Practitioner, Aspects of HRP and Evaluation:</p> <ul style="list-style-type: none"> • HRP Practitioner: Meaning, Role. • HRP Management Process: <ul style="list-style-type: none"> ▪ Establish HRP Department Goals and Objectives ▪ Creating HRP Department Structure ▪ Staffing the HRP Department ▪ Issuing Orders, Resolving Conflicts ▪ Communicating ▪ Planning for Needed Resources ▪ Dealing with Power and Politics -Meaning and Types of Power • HRP as Tool to Enhance Organisational Productivity • Impact of Globalisation on HRP. • Aspects of HRP: Performance Management, Career Management, Management Training and Development, Multi Skill Development • Return on Investment in HRP- Meaning and Importance. • HRP Evaluation- Meaning, Need, Process, Issues to be considered

	<p>during HRP Evaluation.</p> <ul style="list-style-type: none"> Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.
3	Human Resource Information Systems
	<p>Human Resource Information Systems:</p> <ul style="list-style-type: none"> Data Information Needs for HR Manager – Contents and Usage of Data. HRIS-Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. Security Issues in Human Resource Information Systems. HRIS for HRP Trends in HRIS

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.

Minor Course I
Question Paper Pattern (Academic Year: 2025-2026)
Motivation and Leadership
Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. Human Resource Planning by M.N. Rudrabasavaraj.
2. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya.
3. Strategic Human Resource Management by Jeffrey A. Mello.
4. Human Resource Information Systems: Basics, Applications, and Future Directions by Michael Kavanagh and Mohan Thite.
5. HR Analytics: A Data-Driven Approach to HR Decisions by Tracy Maylett.

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2024-2025)**

2. Minor Course I [#]

2.A.c Advertising (Course Credit 3)

Semester III

2. Minor	
2.A Course II	
2.A.c Advertising (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To understand and examine the growing importance of advertising.
CObj 2	To understand the construction of an effective advertisement
CObj 3	To understand the role of advertising in contemporary scenario.
CObj 4	To understand the future and career in advertising.
CObj 5	Develop a foundational understanding of the principles and concepts of advertising.
CObj 6	Analyze consumer behavior and the factors influencing purchasing decisions.
CObj 7	Understand the process of media planning and buying for effective ad placement.
CObj 8	Learn how advertising contributes to brand building and brand equity.
CObj 9	Explore the dynamics of digital advertising channels and platforms.
Course Outcomes	
COut 1	The learner acquire skill sets to make an effective advertisement
COut 2	The learner is able to understand all elements of an ad campaign.
COut 3	Interaction in the class ensures effective learning
COut 4	Provides individuals with a basis for creating effective advertising strategies.
COut 5	Helps tailor advertising messages to resonate with target audiences and drive desired actions.
COut 6	Enables individuals to choose the right media channels to reach the target audience efficiently.
COut 7	Equips individuals to create and manage brand image and perception through strategic advertising.
COut 8	Prepares individuals to leverage online platforms for effective advertising in the digital age.

Modules at glance:

Sr. No.	Modules	No. of Lectures
1	Introduction to Advertising	15
2	Strategy and Planning Process in Advertising	15
3	Budget, Evaluation, Current trends and careers in Advertising	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Advertising
	<ul style="list-style-type: none"> • Definition, Features, Benefits of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising and other types. • 5 M’s of Advertising • Theories of Advertising : AIDA, Stimulus, Hierarchy Effect Model • Consumer Behaviour: Cognitive, Effective, Behavioural – Means and theories • Ethics and Laws in Advertising • Regulatory Bodies governing advertising – CSR, Public Service Advertising • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising
2	Design and Planning Process in Advertising
	<p>Introduction to Creativity – Meaning, Importance, Creative process Advertising Campaign – Determining the message theme Introduction to USP – positioning strategies – Celebrity endorsement</p> <ul style="list-style-type: none"> • Types of Advertising Media • Elements of Advertising – Copy, Illustration, Jingle, Tagline • Creativity in T.V Commercials • Introduction to Advertising Plan - Situational analysis related to Advertising issues, Marketing Objectives, ‘SMART’, 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, Development of new product, Product brand policy, Role of Advertising in PLC
3	Budget, Evaluation, Current trends and careers in Advertising
	<ul style="list-style-type: none"> • Advertising Budget – Meaning , Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Methods of Pre-testing and Post testing, Concept testing and Copy testing • Current Trends in Advertising: Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising. • Advertising Agencies – Functions – Structure – Types - Selection criteria for Advertising agency –Client Servicing, Agency Compensation. • Artificial intelligence in Advertising • Careers in advertising

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.

Minor Course I

Question Paper Pattern (Academic Year: 2025-2026)

Advertising

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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 RELATIONSHIP MARKETING 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 RELATIONSHIP MARKETING”,Tata Mcgraw HillPub 2006

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

3. General /Open Electives

General Electives (GE)/ Open Elective (OE)

3.A Industrial Law (3 Credits)

Semester III

3. General /Open Electives	
General Electives (GE)/ Open Elective (OE)	
3.A.a Industrial Law	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Understanding Nature and Importance of Labour Laws
CObj 2	To understand various legislations with their history, basic provisions & case laws
CObj 3	To study current amendments in Labour laws
CObj 4	Highlight Labour Laws with IR implications
CObj 5	To Study Laws Related to Industrial Relations and Industrial Disputes
CObj 6	The subject should be taught keeping in mind that the BMS students will be joining the industry, therefore the emphasis should be on the practical aspect and uses of Industrial Law by the organization
CObj 7	To sensitize the students to the tasks of industrial relations
CObj 8	To familiarize them with the current IR practice
Course Outcomes	
COut 1	Learn the rules and regulations of Industry and Factories,
COut 2	Understand the legalities of Trade Union, Payment of Wages, Compensation and Bonus.
COut 3	Students will learn about Doctrine of Assumed Risk
COut 4	Students will learn about Doctrine of Contributory Negligence
COut 5	Students will learn about Payment of Wages Act, 1948 and Payment of Gratuity Act, 1972

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	15
3	Social Legislation & Laws related to Compensation Management	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Laws Related to Industrial Relations and Industrial Disputes
	<ul style="list-style-type: none"> • Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Layoffs, Retrenchment and Closure • The Trade Union Act, 1926
2	Laws Related to Health, Safety and Welfare
	<p>1. The Factory Act, 1948 (Provisions Related to Health, Safety and Welfare) 2. The Workmen's Compensation Act, 1923 Provisions –</p> <p>I. Introduction</p> <p>(A) The Doctrine of Assumed Risk</p> <p>(B) The Doctrine of Common Employment</p> <p>(C) The Doctrine of Contributory Negligence</p> <p>II. Definitions</p> <p>Employers Liability for Compensation (Sec. 3 to Sec. 13)</p> <p>Rules as to Compensation (Sec. 4 to Sec. 9, Sec. 14A and Sec. 17)</p>
3	Social Legislation & Laws related to Compensation Management
	<ol style="list-style-type: none"> 1. Employees' State Insurance Act 1948 2. Employees' Provident Fund 3. The Payment of Wages Act, 1948 and Payment of Gratuity Act, 1972: Objectives

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.

General Electives (GE)/ Open Elective (OE)

Question Paper Pattern (Academic Year: 2025-2026)

Industrial Law**Internal Examination & Semester End Examination – 100 Marks****A] Internals-40 Marks**

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria*	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books (with Chapters):

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

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)
4. Vocational & Skill Enhancement Courses (VSEC)
4.A Vocational Enhancement Course (VSC)
4.A.a Computer Application in Business Management – I (3 Credits)
Semester III**

4. Vocational & Skill Enhancement Courses (VSEC)	
4.A Vocational Enhancement Course (VSC)	
4.A.a Computer Application in Business Management – I (3 Credits)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	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.
CObj 2	To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features.
CObj 3	Recognize security aspects of IT in business, highlighting electronic transactions, advanced security features.
CObj 4	Learn basic concepts, its support and role in Management for managers
CObj 5	Optimize R code for better efficiency and performance.
CObj 6	Identify trends and patterns in datasets using visualization techniques.
CObj 7	Assess the security vulnerabilities of a given network setup.
Course Outcomes	
COut 1	The learner has understanding of the concepts related to cyber law and its applications.
COut 2	The learner is able to conduct himself/herself with discretion and prudence
COut 3	There is understanding of all concepts related to E Commerce and M Commerce with relation to IT
COut 4	The learner can prevent unintended or malicious intrusions over the workings.
COut 5	Learn to recognize security aspects of IT in business,.
COut 6	Understand electronic transactions, advanced security features
COut 7	Learn basic concepts, its support and role in Management for managers. Know the difference between deduction and expenses

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to IT in Management & Cyber law (IT Act-2000)	15
2	R programming	15
3	Internet and Web	15
	TOTAL	45

Sr. No	New Syllabus to be approved
1	Introduction to IT 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 • 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) Threats to Computer systems and control measures. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management 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 • Security on the internet Network Security: <ul style="list-style-type: none"> • PGP, WEP, WAP • Security protocols (SSL/TLS) • Firewalls and Access Control Lists (ACLs) • Authentication methods (passwords, biometrics)
2	R programming
	<ul style="list-style-type: none"> • R programming Learn R basics and syntax Work with R variables and data types Use operators and control structures (if, while, for) Create and use functions in R Work with data structures (vectors, lists, matrices, arrays) Create data frames and use factors Make plots and visualize data (line, scatter, pie, bar) Perform basic statistics (mean, median, mode)

	Analyse data sets using R
3.	Internet and Web
	<p>Introduction to Computer Networks: Basic network concepts: Network topology (bus, star, ring), protocols, data transmission modes (serial, parallel), LAN, MAN, WAN Network architecture (OSI model, TCP/IP model) Network devices: Hubs, Bridges, Routers, switches, firewalls, access points</p> <p>Network Protocols: IP addressing (IPv4, IPv6) TCP/IP protocols Different types of internet connections (DSL, cable, fibre optic)</p> <p>Web Fundamentals: World Wide Web (WWW) and its relationship to the Internet Web browsers and their functions Hyperlinks and URL structure, DNS New trends in IT-IOT, Block chain technology, AI and ML, AR and VR, Robotics, Automation.</p>

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.

Computer Application in Business Management - I
Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Practical – R Programming	20
Case study/ Assignment/ Presentation	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

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

Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)
5. Ability Enhancement Courses, Value Enhancement Course, Indian
Knowledge System
5.A Ability Enhancement Course (AEC)
5.A.a Sanskrit-I (3 Credits)
Semester III

Course Objectives:
1. To create curiosity in the minds of learners about the chosen language
2. To help the learners understand the need to learn the chosen language
3. To introduce learners to the structure of the chosen language
4. To understand the richness of Indian selected languages with reference to consonants and vowels
5. To understand unique characteristics of the chosen language
6. To understand the use of gender and tenses
7. To understand the use of idioms and phrases
8. To know the various dialects of the chosen language
9. To understand the application of technology for communication by alternatively abled
10. To understand the need of learning functional language
11. To get familiarized with the literature of the chosen language
12. To get familiarized with the literature translated to the chosen language from other languages
13. To learn to appreciate the other literary forms of the chosen language
Course Outcome:
1. The learner will be curious to learn the chosen language
2. The learner will be able to understand the need to learn the chosen language
3. The learner will get familiar with the structure of the chosen language
4. To understand the richness of Indian selected languages with reference to constants and vowels
5. To understand unique characteristics of the chosen language
6. To understand the use of gender and tenses
7. To understand the use of idioms and phrases
8. To know the various dialects of the chosen language
9. To understand the application of technology for communication by alternatively abled
10. To understand the need of learning functional language
11. To get familiarized with the literature of the chosen language
12. To get familiarized with the literature translated to the chosen language from other languages
13. To learn to appreciate the other literary forms of the chosen language

Modules at Glance
Linguistic Studies I

Module. No.	Modules	No. of Lectures
1.	Introduction to Linguistic Studies	10
2.	Languages in Communication	10
3.	Sanskrit Literature	10
	Total	30

Sr. No.	Modules	No. of Lectures
1.	Introduction to Linguistic Studies	10
	<ul style="list-style-type: none"> • Structure of languages • English language compared with the select Indian languages – viz, Marathi, Hindi and Sanskrit • Richness of Indian languages with reference to Vowels, consonants (maatras) • Rhythmic characteristic of Indian languages. • Unique characteristics of language (such as Repeat words like Sarsarahat) • Logic behind numbers in regional languages • Use of Tenses and Gender 	
2.	Languages in Communication	10
	<ul style="list-style-type: none"> • Use of Idioms and Phrases • Oral and Written • Dialects • Communication for alternatively abled • Use of Sign language • Language learning – Use of Technology • Need for learning functional language 	
3.	Select Studies in the chosen Language (Sanskrit/Marathi/Hindi)	10
	<ul style="list-style-type: none"> • The faculty member shall discuss with the learners about the richness of literature of chosen language. Subsequently the entire class will choose two authors and two poets. The chosen literary work needs to be read and discussed in the class. Based on this module, internal evaluation shall be done. 	
	Total	30

Total marks: 50
Evaluation Pattern- 60:40
Internal Evaluation: 20 Marks
The faculty will decide the means of taking internal evaluation. It can be oral quiz, dialogue exchange, role play, reading comprehension, listening comprehension etc.

External evaluation:**Marks: 30****Duration: 1 hours****Note: (1) All questions are compulsory****(2) The learners can write answers in the chosen language or in English/Marathi/Hindi**

Question No.	Particulars (Nature of question)	Marks
Questions with sub questions	Flexibility is given to the faculty to decide the paper pattern and depending on learner's ability will design the question paper. It can contain questions like identifying or changing gender, identifying or changing tenses, making rhythmic words, answer in one sentence etc.	30
	Total	30

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**5. Ability Enhancement Courses, Value Enhancement Course, Indian
Knowledge System**

5.A Ability Enhancement Course (AEC)

5.A.a Marathi-I (3 Credits)

Semester III

Course Objectives:
1. To create curiosity in the minds of learners about the chosen language
2. To help the learners understand the need to learn the chosen language
3. To introduce learners to the structure of the chosen language
4. To understand the richness of Indian selected languages with reference to consonants and vowels
5. To understand unique characteristics of the chosen language
6. To understand the use of gender and tenses
7. To understand the use of idioms and phrases
8. To know the various dialects of the chosen language
9. To understand the application of technology for communication by alternatively abled
10. To understand the need of learning functional language
11. To get familiarized with the literature of the chosen language
12. To get familiarized with the literature translated to the chosen language from other languages
13. To learn to appreciate the other literary forms of the chosen language
Course Outcome:
1. The learner will be curious to learn the chosen language
2. The learner will be able to understand the need to learn the chosen language
3. The learner will get familiar with the structure of the chosen language
4. To understand the richness of Indian selected languages with reference to constants and vowels
5. To understand unique characteristics of the chosen language
6. To understand the use of gender and tenses
7. To understand the use of idioms and phrases
8. To know the various dialects of the chosen language
9. To understand the application of technology for communication by alternatively abled
10. To understand the need of learning functional language
11. To get familiarized with the literature of the chosen language
12. To get familiarized with the literature translated to the chosen language from other languages
13. To learn to appreciate the other literary forms of the chosen language

Modules at Glance
Linguistic Studies I

Module. No.	Modules	No. of Lectures
1.	Introduction to Linguistic Studies	10
2.	Languages in Communication	10
3.	Marathi Literature	10
	Total	30

Sr. No.	Modules	No. of Lectures
1.	Introduction to Linguistic Studies	10
	<ul style="list-style-type: none"> • Structure of languages • English language compared with the select Indian languages – viz, Marathi, Hindi and Sanskrit • Richness of Indian languages with reference to Vowels, consonants (maatras) • Rhythmic characteristic of Indian languages. • Unique characteristics of language (such as Repeat words like Sarsarahat) • Logic behind numbers in regional languages • Use of Tenses and Gender 	
2.	Languages in Communication	10
	<ul style="list-style-type: none"> • Use of Idioms and Phrases • Oral and Written • Dialects • Communication for alternatively abled • Use of Sign language • Language learning – Use of Technology • Need for learning functional language 	
3.	Select Studies in the chosen Language (Sanskrit/Marathi/Hindi)	10
	<ul style="list-style-type: none"> • The faculty member shall discuss with the learners about the richness of literature of chosen language. Subsequently the entire class will choose two authors and two poets. The chosen literary work needs to be read and discussed in the class. Based on this module, internal evaluation shall be done. 	
	Total	30

Total marks: 50
Evaluation Pattern- 60:40
Internal Evaluation: 20 Marks
The faculty will decide the means of taking internal evaluation. It can be oral quiz, dialogue exchange, role play, reading comprehension, listening comprehension etc.

External evaluation:**Marks: 30****Duration: 1 hours****Note: (1) All questions are compulsory****(2) The learners can write answers in the chosen language or in English/Marathi/Hindi**

Question No.	Particulars (Nature of question)	Marks
Questions with sub questions	Flexibility is given to the faculty to decide the paper pattern and depending on learner's ability will design the question paper. It can contain questions like identifying or changing gender, identifying or changing tenses, making rhythmic words, answer in one sentence etc.	30
	Total	30

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**5. Ability Enhancement Courses, Value Enhancement Course, Indian
Knowledge System**

5.A Ability Enhancement Course (AEC)

5.A.a Hindi-I (3 Credits)

Semester III

Course Objectives:
1. To create curiosity in the minds of learners about the chosen language
2. To help the learners understand the need to learn the chosen language
3. To introduce learners to the structure of the chosen language
4. To understand the richness of Indian selected languages with reference to consonants and vowels
5. To understand unique characteristics of the chosen language
6. To understand the use of gender and tenses
7. To understand the use of idioms and phrases
8. To know the various dialects of the chosen language
9. To understand the application of technology for communication by alternatively abled
10. To understand the need of learning functional language
11. To get familiarized with the literature of the chosen language
12. To get familiarized with the literature translated to the chosen language from other languages
13. To learn to appreciate the other literary forms of the chosen language
Course Outcome:
1. The learner will be curious to learn the chosen language
2. The learner will be able to understand the need to learn the chosen language
3. The learner will get familiar with the structure of the chosen language
4. To understand the richness of Indian selected languages with reference to constants and vowels
5. To understand unique characteristics of the chosen language
6. To understand the use of gender and tenses
7. To understand the use of idioms and phrases
8. To know the various dialects of the chosen language
9. To understand the application of technology for communication by alternatively abled
10. To understand the need of learning functional language
11. To get familiarized with the literature of the chosen language
12. To get familiarized with the literature translated to the chosen language from other languages
13. To learn to appreciate the other literary forms of the chosen language

Modules at Glance
Linguistic Studies I

Module. No.	Modules	No. of Lectures
1.	Introduction to Linguistic Studies	10
2.	Languages in Communication	10
3.	Hindi Literature	10
	Total	30

Sr. No.	Modules	No. of Lectures
1.	Introduction to Linguistic Studies	10
	<ul style="list-style-type: none"> • Structure of languages • English language compared with the select Indian languages – viz, Marathi, Hindi and Sanskrit • Richness of Indian languages with reference to Vowels, consonants (maatras) • Rhythmic characteristic of Indian languages. • Unique characteristics of language (such as Repeat words like Sarsarahat) • Logic behind numbers in regional languages • Use of Tenses and Gender 	
2.	Languages in Communication	10
	<ul style="list-style-type: none"> • Use of Idioms and Phrases • Oral and Written • Dialects • Communication for alternatively abled • Use of Sign language • Language learning – Use of Technology • Need for learning functional language 	
3.	Select Studies in the chosen Language (Sanskrit/Marathi/Hindi)	10
	<ul style="list-style-type: none"> • The faculty member shall discuss with the learners about the richness of literature of chosen language. Subsequently the entire class will choose two authors and two poets. The chosen literary work needs to be read and discussed in the class. Based on this module, internal evaluation shall be done. 	
	Total	30

Total marks: 50

Evaluation Pattern- 60:40

Internal Evaluation: 20 Marks

The faculty will decide the means of taking internal evaluation. It can be oral quiz, dialogue exchange, role play, reading comprehension, listening comprehension etc.

External evaluation:

Marks: 30

Duration: 1 hours

Note: (1) All questions are compulsory

(2) The learners can write answers in the chosen language or in English/Marathi/Hindi

Question No.	Particulars (Nature of question)	Marks
Questions with sub questions	Flexibility is given to the faculty to decide the paper pattern and depending on learner's ability will design the question paper. It can contain questions like identifying or changing gender, identifying or changing tenses, making rhythmic words, answer in one sentence etc.	30
	Total	30

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**6. Internship / Field Project / Research Project / Community Engagement
(02 credits)
Semester III**

**Internship / Field Project / Research Project / Community Engagement
Foundation of Research Skills (Internship/Field Project/Research
Project/Community Engagement) (02 credits)**

Course Objectives:

1. Identify ways and means of learning by doing
2. Understand the importance of research orientation
3. Engage with the outside world and understand the power of observation
4. Develop skills of questioning
5. Analyses data into information
6. Create documents that are simple and easily comprehensible
7. Acquire oral and written presentation skills

Expected Learning Outcome:

1. Learners Recognize the difference between research projects, field projects and internships and define the benefits and limitations of them
2. Learners identify various forms of observation and analysis
3. Learners identify the necessary skills required for conducting studies in the field
4. Learners list the qualities required of a researcher
5. Learners match skill sets possessed by them and the skill sets required
6. Learners appreciate the ethical aspects of research analysis
7. Learners become ready to define and design research projects/field projects
8. Learners become acquainted with office etiquette.
9. The learner will be able to apply statistical tools for quantifying data

Modules at Glance

Foundation of Research Skills I (02 Credits)		
Module. No.	Modules	No. of Lectures
1.	Module 1: Learning out of campus	05
2.	Module 2: Field Projects and Internships	10
3.	Module 3: Managing Data- Sources, Collection and Analysis	10
4.	Module 4: Report Writing and Presentation	05
Total		30

Modules in Detail

Sr. No.	Modules	No. of Lectures
1.	Module 1: Learning out of campus	05
	<p>What constitutes learning out of campus-Difference between campus learning and out of campus learning-Benefits and prospects of learning out of campus-Few recommended methods of learning beyond campus-</p> <p>Introduction to Research Projects - The research process- basic approaches and terminologies used in research. -Defining research questions and framing of hypotheses- preparing a research plan-Defining the road map for action</p>	
2.	Module 2: Field Projects and Internships	10
	<p>Introduction to Field Projects- Defining the purpose and objectives for conducting field project-Narrating the expected outcome and usefulness of the study-Defining the field and designing the project plan-Identifying the limitation-Tools required and the methods to be adopted. Defining the road map for action</p> <p>Introduction to Internships- Defining the scope and learning outcome-Identifying options, inquiring and understanding and analyzing the bottlenecks/hurdles- Methods of solving-Procedure to be followed for becoming an intern-Compliances and formalities-Self appraisal and internship etiquettes. Defining the road map for action</p>	
3.	Module 3: Managing Data- Sources, Collection and Analysis	10
	<p>Primary Data-Secondary Data-Cleaning and Editing - coding of data-Statistical tools normally used for data analysis- Mean, Median, Mode, correlation, Skewness etc., (revision of FY Maths and Stats syllabus)</p> <p>Tabulation- Graphic presentation of data using Excel or data analysis.</p>	

4.	Module 4: Report Writing and Presentation	05
	Need for Effective Documentation- Importance of Report Writing-Types of research reports Report Structure-Acknowledgements-Bibliography-Ethical aspects of research findings right- Report preparation including Power Point Presentation. (revision of FY)	
	Total	30

Note: As recommended by NEP 2020 structure the Learners are expected to get oriented and to have hands on experience about Research Projects/Field Projects/Internship which are to be included in SEM 3 and SEM 4

It is hereby recommended that the learners are given conceptual knowledge about all three alternatives during Semester III such that they may choose any one of the recommended courses during Semester IV

Getting conceptual clarity empower them to take up the desired alternative with more confidence and commitment.

Teaching Methodology includes experiential learning along with theoretical explanation. Flip learning is the desired mode.

The recommended batch size is 60

Evaluation Pattern- 60:40

Total marks: 50

Internal Evaluation: 20 Marks Project and Assignments
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Semester End Examination - 30 Marks – Multiple choice questions

RECOMMENDED BOOKS:

- Saunders- Research Methods for Business Students - Pearson Education
- Research Methodology by D. K. Bhattacharyya – Excel
- Kothari C. R Research Methodology.
- Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
- Uma Sekaran (2010) Research Methods for Business, 4th edition, Wiley.
- Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
- Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education
- Michael V. P Research Methodology. 7 Fred N. Kerlinger: Foundations of Behavioural Research.

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: _____							

S P Mandali's
R. A. PODAR COLLEGE OF COMMERCE AND ECONOMICS
(EMPOWERED AUTONOMOUS),
Matunga, Mumbai-400019

Syllabus
And
Question paper pattern of Course
of
Bachelor of Management Studies Programme
Second Year Semester IV

As per National Education Policy 2020
To be implemented from Academic Year 2025- 2026

College Website: www.rapodar.ac.in

Syllabus as per National Education Policy 2020

Course Structure**S.Y.BMS (Level 5)**

(To be implemented from Academic Year- 2025-2026)

No. of Courses	Course Code	Semester IV	Credits
1		Major (9 credits)	
		Course I	
1.A. a	PUB104201	Research Methodology for Business	03
		Course II*	
1.A. b	PUB104202	Commodities and Derivatives Markets	03
1.A.c	PUB104203	Training and Development	03
1.A. d	PUB104204	Relationship Marketing	03
		Course III*	
1.A. e	PUB104205	Auditing	03
1.A. f	PUB104206	Industrial Relations	03
1.A. g	PUB104207	Tourism Marketing	03
2		Minor (03 credits) #	
2.A. a	PUB204201	Corporate Restructuring	03
2.A. b	PUB204202	Human Resource Analytics	03
2.A.c	PUB204203	Rural Marketing	03
3		General Elective (GE)/ Open Elective (OE) (03 Credits)	
3.A. a	PUB304201	Accounting for Managerial Decisions	03
4		Vocational & Skill Enhancement Courses (VSEC) (04 credits)	
4.A		Vocational Skill Course (VSC)	
4.A.a	PUB404201	Computer Application in Business Management - II	03
5		Ability Enhancement Course, Value Enhancement Course, Indian Knowledge System (02 credits)	
5.A		Ability Enhancement Course (AEC)	
5.A. a	PUA504201 PUA504202 PUA504203	Linguistic Studies II Sanskrit - II Marathi – II Hindi – II	02
6		Internship/Field Project/Research Project (Any one course from the following list of courses) (02 credits)	
6.A. a	PUA604201 PUA604202 PUA604203	Foundation of Research Skills (Internship) - II Foundation of Research Skills (Research Project) - II Foundation of Research Skills (Field Project) - II	02
TOTAL		CUMULATIVE CREDITS	22

***The courses offered under Course II* are mandatory courses as per the area of specialization. The learner could select any one based on their choice.**

The learner could select any one course from the list of courses provided under Course III*

The learner could select any one course from the list of courses provided under Minor for Semester III and IV respectively.

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course I

1.A.a Research Methodology for Business (Course Credit 3)

Semester IV

1.Major	
1.A Course I	
1.A.a Research Methodology for Business (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To develop understanding of the basic framework of research process.
CObj 2	To develop an understanding of various research designs and techniques.
CObj 3	To identify various sources of information for literature review and data collection
CObj 4	To understand some basic concepts of research and its methodologies.
CObj 5	To organize and conduct research in a more appropriate manner
CObj 6	To write a research report and thesis
CObj 7	To write a research proposal
Course Outcomes	
COut 1	The learner is able to understand the purpose of research
COut 2	He/ She is able to identify and understand potential ethical, empirical and analytical problems plaguing the research process and ways to overcome them
COut 3	The learner is able to identify a business problem/ need, translate it into a research question, and design an appropriate way to answer it.
COut 4	Apply statistical software/tools for data analysis in business research.
COut 5	Interpret research findings and draw meaningful conclusions.
COut 6	Write structured business research reports with proper citations.
COut 7	Discuss ethical considerations and plagiarism in research.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Fundamentals of business research methods	15
2	Data collection and Processing	15
3	Data analysis and Interpretation	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Fundamentals of business research methods
	<ul style="list-style-type: none"> • Meaning and objectives of research • Types of research • Concepts in Research: Qualitative and Quantitative Research, Variables • Stages in research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypotheses • 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, Snowball ii) Probability– Simple Random, Stratified, Cluster, Multistage.
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. f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. g) 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

<p>table for Chi square test</p> <ul style="list-style-type: none">• Multivariate analysis– concept only• Testing of hypothesis– concept clarity and problems on i) T test, ii) Z-test (for large and small sample) iii) Chi square• 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• Issues faced in the research process• Plagiarism
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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

Major Course I
Question Paper Pattern (Academic Year: 2025-2026)
Research Methodology for Business

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Project	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

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

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course II *

**1.A.b Commodity and Derivatives Market (Course Credit 3)
Semester IV**

1.Major	
1.A Course II	
1.A.b Commodity and Derivatives Market (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To provide an in-depth understanding of the Commodities Market and its structure, participants, and trading mechanisms.
CObj 2	To introduce the fundamental concepts of the Derivatives Market, including its evolution, elements, and types of derivatives.
CObj 3	To explain the mechanics of Futures and Options, including pricing, hedging strategies, arbitrage opportunities, and risk management.
CObj 4	To analyze trading, clearing, and settlement mechanisms in the derivatives market as per SEBI guidelines.
CObj 5	To familiarize students with risk management techniques in derivatives trading, including Value at Risk (VaR) and margin requirements.
Course Outcomes	
COut 1	Understand and analyze the functioning of commodity markets and derivative markets, both in India and globally.
COut 2	Evaluate the role of commodities and derivatives as financial instruments for investment, hedging, speculation, and arbitrage.
COut 3	Apply the principles of futures and options trading, including contract specifications, pricing models, and strategic use.
COut 4	Develop a clear understanding of SEBI regulations, trading mechanisms, clearing and settlement processes in derivatives trading.
COut 5	Assess and mitigate risks associated with derivatives trading using techniques like Value at Risk (VaR) and margin requirements.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Commodities Market and DerivativesMarket	15
2	Futures & Options	15
3	Trading, Clearing & Settlement in Derivatives Marketand Types of Risk	15
TOTAL		45

Sr. No	Approved Syllabus
1	Introduction to Commodities Market and Derivatives Market
	<p>a) Introduction to Commodities Market: Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities Dynamics of few commodities like Gold, Crude Oil, Sugar, Primary-secondary-terminal market yards, warehousing and logistics – role and importance</p> <p>b) Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.</p>
2	Futures & Options
	<p>a) Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model</p> <p>b) Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge</p> <p>c) Options: Options Contract Specifications, Terminologies, Call Option, Put Option, difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies</p> <p>d) Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model</p>
3.	Trading, Clearing & Settlement In Derivatives Market and Types of Risk
	<p>a) Trading, Clearing & Settlement in Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement</p> <p>b) Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin</p>

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

Major Course II

Question Paper Pattern (Academic Year: 2025-2026)

Commodity and Derivatives Market

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Written Test	20
Power Point Presentation-Pre-set criteria ##	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books

- John C. Hull – Options, Futures, and Other Derivatives (Pearson)
- S.S. S. Kumar – Financial Derivatives (PHI Learning)
- Sunil K. Parameswaran – Fundamentals of Financial Derivatives (McGraw Hill)
- N.D. Vohra & B.R. Bagri – Futures and Options (McGraw Hill)
- David Goldenberg – Derivatives Markets and Analysis (Routledge)
- Rajesh Kothari – Financial Services in India (SAGE Publications)
- SEBI and NSE Study Material on Derivatives Market

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)
1. Major Course II *
1.A.c Training and Development (Course Credit 3)
Semester IV**

1.Major	
1.A Course II	
1.A.d Training and Development (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Gain a solid understanding of various learning theories and their applications.
CObj 2	Learn how to assess the training needs of individuals and organizations.
CObj 3	Develop skills in designing comprehensive and engaging training programs.
CObj 4	Explore various training delivery methods and technologies
CObj 5	Learn how to assess and evaluate the effectiveness of training programs.
CObj 6	Learn how to design training programs that enhance team building and collaboration.
Course Outcomes	
COut 1	Provides a foundation for designing effective training programs that align with how individuals learn.
COut 2	Equips students with skills to identify gaps in knowledge and skills, ensuring training programs address specific needs.
COut 3	Prepares students to create structured and effective learning experiences that meet organizational objectives.
COut 4	Equips students to choose and implement the most suitable training delivery methods, including e-learning platforms and virtual technologies.
COut 5	Provides skills to measure learning outcomes, identify areas for improvement, and demonstrate the impact of training on organizational performance.
COut 6	Equips students to foster a positive and collaborative work environment through training initiatives.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Training	15
2	Overview of Development & Management Development	15
3	Performance measurement, Talent management & Knowledge management	15
TOTAL		45

Sr. No	Approved Syllabus
1	Overview of Training
	<p>Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</p> <ul style="list-style-type: none"> • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, 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 & Management Development
	<ul style="list-style-type: none"> • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Concept of Management Development. • Process of MDP. • Programs &methods, importance, evaluating a MDP.
3	Performance measurement, Talent management & Knowledge management
	<ul style="list-style-type: none"> • 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, 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

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.

Major Course II
Question Paper Pattern (Academic Year: 2025-2026)
Training and Development

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria #	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. P Nick Blanchard, James W. Thacker, V. Anand Ram (2008) Effective Training, Systems, Strategies and Practices. Pearson Education
2. Rolf P Lynton and Udai Pareek. Training for Development (2nd edition) Vistaar Publications
3. G. Pandu Naik (2008). Training and Development, Text, Research and Cases. Excel Books
4. French Wendell, Bell Cecil, Vohra Veena (2008) Organizational development, behavioural science Interventions for Organisational Improvement (6th Edition). Prentice Hall
5. Bhatia SK (2005). Training and Development. Deep and Deep Publishers

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

1. Major Course II *

**1. A. d Relationship Marketing (Course Credit 3)
Semester IV**

1.Major	
1.A Course II	
1.A.c Relationship Marketing (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Relationship Marketing helps in building attention and awareness for your brand.
CObj 2	Helps the students to communicate information about the product
CObj 3	Helps in building an approach to planning communications that
CObj 4	It gives the small business the potential to get better results from various campaigns and reduce marketing costs.
CObj 5	Illustrate the role of technology in enhancing customer relationships.
CObj 6	Implement relationship marketing strategies in different business scenarios.
CObj 7	Develop innovative customer engagement strategies to improve brand loyalty.
Course Outcomes	
COOut 1	Thoroughly describe a range of media and methods available to marketers.
COOut 2	Develops a clearly thought-out Communications Audit.
COOut 3	The learner gets a point of view regarding marketing communications.
COOut 4	Demonstrate a comprehensive understanding of Marketing Communications theories and concepts.
COOut 5	Analyze the key drivers of relationship marketing, including customer satisfaction, trust, loyalty, and retention strategies.
COOut 6	Apply relationship marketing techniques to develop effective customer engagement strategies in various business contexts.
COOut 7	Evaluate different relationship marketing models, CRM strategies, and digital tools used to enhance customer relationships.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Relationship Marketing	15
2	Elements of Relationship Marketing	15
3	Evaluation & Ethics in Marketing Communication	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Integrated Marketing Communication
	<ul style="list-style-type: none"> History And Overview Meaning, Features of Relationship Marketing, Evolution Of Relationship Marketing, Reasons For Growth Of Relationship Marketing. Promotional Tools for Relationship Marketing, Relationship Marketing Planning Process, Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales Vs Communication Objectives, Dagmar, Problems in Setting Objectives, Setting Objectives For The Relationship Marketing Program.
2	Elements of RELATIONSHIP MARKETING
	<ul style="list-style-type: none"> Advertising – Features, Role of Advertising in RELATIONSHIP MARKETING, Types of Media used for advertising. Sales promotion – Scope, role of Sales Promotion, Reasons for the growth, Types of Sales Promotion, objectives and strategies of consumer and trade promotion, evaluation of Sales Promotion campaign. Direct Marketing - Role of direct marketing in RELATIONSHIP MARKETING, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing Public Relations and Publicity – Introduction, Role of PR, 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 , Selling process, Importance of Personal Selling
3	Overview and Recent trends of RELATIONSHIP MARKETING
	<p>Creating a fully relationship marketing plan.</p> <ul style="list-style-type: none"> Advertising and promotion Advertising and Branding Advertising and Promotion Recent trends – AI, Database Marketing, Empowerment through technology Career opportunities

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.

Major Course II
Question Paper Pattern (Academic Year: 2025-2026)
Relationship Marketing

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ##	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

- Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata McGraw Hill 2010
- Clow, Kenneth E; Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
- Duncan, Tom, “Principles of Advertising and RELATIONSHIP MARKETING”, Tata McGraw Hill Pub 2006
- Shah, Kruti; D’Souza, Allan, “Advertising and RELATIONSHIP MARKETING”, Tata McGraw Hill 2014
- Shimp, Terence, “Advertising and promotion: A RELATIONSHIP MARKETING Approach” Cengage Learning 2007
- Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
- Gopalakrishnan, P S, “Integrated Marketing Communication: Concepts and Cases” ICAI University Press,2008

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**1. Major Course III *
1.A.e Auditing (Course Credit 3)
Semester IV**

I.Major	
1.A Course III	
1.A.e Auditing (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To get the learners acquainted with scope of audit.
CObj 2	To make the learners understand the Financial Report framework.
CObj 3	To sensitize the learners with the duties and responsibilities of Auditor (Internal and External).
CObj 4	To make them understand general audit consideration, audit planning and audit of risk factors.
CObj 5	Apply auditing techniques and procedures in real-world scenarios.
CObj 6	Analyze the ethical and legal aspects of auditing in corporate environments.
CObj 7	Design an internal audit system for risk management and fraud detection.
Course Outcomes	
COout 1	The learner appreciates the importance of audit planning.
COout 2	They understand the risks of material mis-statement
COout 3	They prepare an audit plan and gets to understand audit procedure.
COout 4	They able to grasp and identifying financial frauds.
COout 5	They get trained to look out for risk factors.
COout 6	Differentiate between internal, external, and forensic auditing.
COout 7	Develop audit reports based on findings, including audit opinions and recommendations for improvements.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Auditing	15
2	Audit Planning, Procedures and Documentation	15
3	Auditing Techniques and Internal Audit Introduction	15
TOTAL		45

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

	<p>conducting audit based on Sample</p> <ul style="list-style-type: none">• Internal Control - Meaning and purpose, review of internal control, advantages, auditor's duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks• Internal Audit - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit, Internal Checks Vs Internal Audit
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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.

Major Course III
Question Paper Pattern (Academic Year: 2025-2026)
Auditing

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ##	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

(1) All questions are compulsory, subject to internal choice.

(2) Draw diagrams wherever necessary.

(3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. Alvin A. Arens, Randal J. Elder, et al., Auditing and Assurance Services (16th Edition)
Feb 1, 2016
2. Karla M Johnstone-Zehms, Audrey A., Auditing: A Risk Based-Approach by
Gramling, et al. | Feb
3. 14, 2018
4. Timothy Louwers, Allen Blay, et al, Auditing & Assurance Services (Auditing and
Assurance
5. Services) Feb 10, 2017)
6. Ray Whittington and Kurt Pany GEN COMBO LL PRINCIPLES OF AUDITING & OTHER
7. ASSURANCE SERVICES; CONNECT AC, May 4, 2018
8. Jones Orumwense, Principles and Practice of Internal Auditing in the Banking Industry:
A Training
9. Guide in internal and Forensic Auditing in Banks and other financial institutions, Feb 26, 2013
10. AICPA, Audit and Accounting Guide - Depository and Lending Institutions: Banks and
Savings Institutions, Credit Unions, Finance Companies, and Mortgage Companies (AICPA
Audit and Accounting Guide) Oct 23, 2018

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**1. Major Course III *
1.A.f Industrial Relations
(Course Credit 3)
Semester IV**

1.Major	
1.A Course III	
1.A.g Industrial Relations (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To introduce students to the fundamental concepts of Industrial Relations (IR) and its significance in maintaining a harmonious workplace.
CObj 2	To analyze industrial disputes, their causes, consequences, and various methods of resolution.
CObj 3	To understand the role of trade unions and collective bargaining in protecting employee rights and ensuring fair employment practices.
CObj 4	To familiarize students with industrial relations-related laws in India, including key labor legislations and judicial interventions.
CObj 5	To develop problem-solving skills through case studies and practical applications of industrial relations principles in real business scenarios.
Course Outcomes	
COout 1	Understand and critically evaluate the industrial relations system, including key stakeholders, issues, and challenges.
COout 2	Analyze the causes and types of industrial disputes and apply suitable resolution mechanisms such as arbitration, conciliation, and adjudication.
COout 3	Examine the role of trade unions and collective bargaining in ensuring workers' rights and resolving workplace conflicts.
COout 4	Interpret and apply industrial relations laws such as the Trade Unions Act, Industrial Disputes Act, and the Industrial Relations Code 2020.
COout 5	Develop practical knowledge of grievance handling, employee discipline, and dispute resolution mechanisms through case studies and legal frameworks.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Industrial Relations and Disputes	15
2	Trade Unions and Collective Bargaining	15
3	Industrial Relations Related Laws in India	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Industrial Relations and Disputes
	<p>Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Issues and Challenges of industrial relations in India</p> <p>Industrial Disputes:</p> <ul style="list-style-type: none"> • Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc.) with relevant examples and case laws Concepts Related to Industrial Disputes: Strike, Layoff, Lockout, Retrenchment (Relevant Examples and with business case studies) • Employee Discipline: Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. • Grievance Handling: Meaning of Grievances Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India. • Workers' Participation in Management: Meaning and Types with Respect to India
2	Trade Unions and Collective Bargaining
	<ul style="list-style-type: none"> • Trade Unions: Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities, Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Central Organizations of Indian Trade Unions: INTUC, AITUC, HMS, UTUC, Problems of Trade Unions in India. Case study-based discussion on Trade Unionism in India • Collective Bargaining: Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining, Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.
3	Industrial Relations Related Laws in India
	<ul style="list-style-type: none"> • Role of Judiciary in Industrial Relations: (each act mentioned below should be explained with relevant business case studies) Brief mention of: <ul style="list-style-type: none"> • The Trade Unions Act, 1926; • The Industrial Employment (Standing Orders) Act, 1946; • The Industrial Disputes Act, 1947; • The Factories' Act, 1948 • The Minimum Wages Act, 1948

	<ul style="list-style-type: none">• Latest legislatures to be covered in detail: Industrial Relations Code 2020• Social Security Code 2020
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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.

Major Course III
Question Paper Pattern (Academic Year: 2025-2026)
Industrial Relations

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ^{##}	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

(1) All questions are compulsory, subject to internal choice.

(2) Draw diagrams wherever necessary.

(3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. C.S. Venkata Ratnam – Industrial Relations (Oxford University Press)
2. P.C. Tripathi – Personnel Management and Industrial Relations (Sultan Chand & Sons)
3. Mamoria, Mamoria & Gankar – Dynamics of Industrial Relations (Himalaya Publishing House)
4. Sinha, Sinha & Shekhar – Industrial Relations, Trade Unions, and Labor Legislation (Pearson)
5. K.R. Sharma – Labor Laws in India (Atlantic Publishers)
6. N.D. Kapoor – Elements of Industrial Law (Sultan Chand & Sons)
7. Arun Monappa – Industrial Relations and Labor Laws (Tata McGraw Hill)
8. D.P. Sahoo & S.N. Misra – Labor Laws in India (Himalaya Publishing House)
9. Bare Acts – Trade Unions Act, Industrial Disputes Act, Factories Act, Minimum Wages Act, and Industrial Relations Code 2020 (Professional Publications)

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**1. Major Course III *
1.A.g Tourism Marketing
(Course Credit 3)
Semester IV**

1.Major	
1.A Course III	
1.A.f Tourism Marketing (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To enhance the students with the concept of marketing and its role in the promotion of tourism products
CObj 2	To make the students aware of various tour packages and the use of technology in marketing
CObj 3	Familiarize the students with the various marketing strategies adopted by major tour operators
CObj 4	The Course aims at familiarizing the students with tourism concepts and processes.
CObj 5	It will acquaint the students with the various aspects in the tourism sector.
CObj 6	It will give an understanding of the different organizations in the Tourism Industry.
CObj 7	Describe the impact of digital marketing and social media in promoting tourism.
Course Outcomes	
COut 1	Students get an overview of the concept of marketing and its role in the promotion of tourism products
COut 2	Students are exposed to various tour packages and the use of technology in marketing
COut 3	Students obtain knowledge about various marketing strategies adopted by major tour operators
COut 4	Identify various marketing mix elements (7Ps: Product, Price, Place, Promotion, People, Process, and Physical Evidence) in tourism marketing.
COut 5	Discuss digital marketing and social media in tourism promotion.
COut 6	Summarize the influence of cultural, economic, and social factors on tourism demand.
COut 7	Utilize SWOT analysis to assess a tourism brand's strengths, weaknesses, opportunities, and threats.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Tourism Marketing	15
2	Tourism Market Segmentation & Product Mix of Tourism Marketing	15
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for 15L tourism marketing	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to Tourism Marketing
	<ul style="list-style-type: none"> • Meaning of Tourism & Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism. • Tourism Marketing Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing. • Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach. • Tourism Planning: Process, Study of market, Levels of tourism planning, Organization of a tour. Tour Operators and Travel Agents: functions, types, distribution network, Travel agency operations, Travel Organization- Individual and group, travel itinerary. Travel Formalities and Documentation • India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign • Challenges for Indian Tourism Industry
2	Tourism Market Segmentation & Product Mix of Tourism Marketing
	<ul style="list-style-type: none"> • Tourism Market Segmentation: Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology • 4 'A's of Tourism Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea & Waterways, Airways Amenities: Meaning, Amenities & Facilities at the destination. • Marketing Strategy: Hard v/s Soft Tourism Strategy. • Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure
3	Concept of Pricing, Place, Promotion and Expanded marketing mix for 15L tourism marketing

<ul style="list-style-type: none">•Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies•Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide. •Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism •People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process.•Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting• Physical Evidence for Tourism.
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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.

Major Course III
Question Paper Pattern (Academic Year: 2025-2026)
Tourism Marketing

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Mark

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ^{##}	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. Agarwal, Surinder, Travel Agency Management [1983)
2. Bhatia, A.K., Tourism Development- Principles and Policies (New Delhi, 1991).
3. Foster, Dennis L. An Introduction to Travel and Tourism (1994)
4. Chand, Mohinder, Travel Agency Management- An Introductory Text (New Delhi, 2003) Jha, S.M., Tourism Marketing (Mumbai, 1998)
5. Jha, S.M., Service Marketing (Mumbai, 2000)
6. Kotler, P., et.al., Marketing Places (USA, 1993)
7. Kotler, P., et.al., Marketing for Hospitality and Tourism (Singapore, 1996)
8. Charles R. Goeldner & Brent Ritchie. J.R. (2006). Tourism Principles, Practices, Philosophies, John Wiley and Sons, New Jersey.
9. Youell, R (1998) Tourism-an introduction Addison Wesley Longman, Essex.
10. Burkart A.J. Medlik S. (1974), Tourism – Past, Present and Future Heinemann, London.
11. Sinha, R.K. (1999). Travel and Tourism Management, Dominant Publishers and Distributors, Delhi.
12. Sharma, S.P. (2004). Tourism Education, Kanishka Publishers, New Delhi.
13. Sethi, P (1999). Tourism for the Next Millenium, Rajat Publications, New Delhi.
14. Sinha, P (1998). Tourism Planning, Anmol Publication Pvt. Ltd., New Delhi.
15. Seth, P.N. (1998). An Introduction to Travel and Tourism, Sterling Publishers Pvt. Ltd., New Delhi.

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

2. Minor Course I[#]

**2.A.a Corporate Restructuring (Course Credit 3)
Semester IV**

2. Minor	
2.A Course I	
2.A.a Corporate Restructuring (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To impart knowledge relating to legal, accounting, and practical implementation of corporate restructuring.
CObj 2	The subject covers the complex facets of corporate restructuring process.
CObj 3	To impart knowledge relating redemption of preference share.
CObj 4	To impart knowledge relating Buy-back of equity share
CObj 5	Identify the different types of corporate restructuring and their purposes.
CObj 6	Summarize the role of regulatory bodies such as SEBI, RBI, and Competition Commission of India (CCI) in corporate restructuring.
CObj 7	Use case studies to evaluate the real-world application of restructuring strategies.
Course Outcomes	
COut 1	Provide a comprehensive understanding of the principles and techniques of corporate restructuring analysis.
COut 2	Students are exposed to several economic and accounting concepts that practitioners in the field use and apply.
COut 3	Students can apply financial models and formulae to evaluate key parameters in the restructuring analysis
COut 4	Students can exercise powers of inquiry, logical thinking, and critical analysis of arguments and evidence. Interpret and evaluate theoretical arguments and empirical evidence.
COut 5	Provide a comprehensive understanding about Redemption preference and Buy-back of Equity Shares
COut 6	Apply financial modeling techniques to assess the impact of mergers and acquisitions.
COut 7	Evaluate corporate governance mechanisms that enhance transparency and accountability during restructuring.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Corporate Restructuring – Introduction and Concepts (Only Theory)	15
2	Accounting of Internal Reconstruction (Practical and theory)	15
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption) (Practical and theory)	15
	TOTAL	45

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

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

Minor Course I

Question Paper Pattern (Academic Year: 2025-2026)

Corporate Restructuring

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Written test	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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.,
New Delhi

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

2. Minor Course I[#]

**2.A.b Human Resource Analytics (Course Credit 3)
Semester IV**

2. Minor	
2.A Course I	
2.A.c Human Resource Analytics (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Understand the role of HR analytics in workforce planning and decision-making.
CObj 2	Learn the tools and techniques for collecting and analyzing HR data.
CObj 3	Develop skills in data visualization and storytelling for effective communication.
CObj 4	Apply analytics to core HR areas like recruitment, performance management, engagement, and retention.
CObj 5	Apply statistical and predictive modeling techniques to HR data for workforce planning and decision-making.
CObj 6	Examine the impact of HR policies and strategies on workforce efficiency and retention.
CObj 7	Interpret HR dashboards and reports for organizational insights.
CObj 8	Assess the ethical considerations and data privacy concerns in HR analytics.
Course Outcomes	
COut 1	Mastery of key HR analytics tools and techniques.
COut 2	Ability to perform data-driven analysis to solve HR challenges.
COut 3	Proficiency in visualizing and communicating insights effectively.
COut 4	Preparedness to contribute to strategic HR decision-making.
COut 5	Summarize the HR analytics process – data collection, processing, and interpretation.
COut 6	Implement HR analytics in recruitment, training, and performance management.
COut 7	Justify the use of predictive analytics in talent management and succession planning.
COut 8	Formulate data-driven HR policies to optimize organizational effectiveness.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Introduction to HR Analytics	15
2	Tools and Techniques for HR Analytics	15
3	Performance and Productivity Analytics	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Introduction to HR Analytics
	<ul style="list-style-type: none"> • Definition of HR Analytics, Importance and Scope, HR Metrics vs. HR Analytics, Overview of HR Analytics Frameworks, Role of HR Analytics in Business Strategy, Ethical Considerations in HR Data Usage • Data Management and HR Systems: Basics of Data Collection and Storage, HR Information Systems (HRIS), Data Sources in HR: Internal vs. External, Data Quality and Cleaning Techniques, Ensuring Data Privacy and Compliance
2	Tools and Techniques for HR Analytics
	<ul style="list-style-type: none"> • Application Tools: Excel, Power BI, Tableau, R, Python, Data Analysis Techniques: Descriptive, Diagnostic, Predictive, and Prescriptive Analytics, Statistical Foundations for HR Analytics, Applications of Machine Learning in HR • Advanced HR Analytics Applications: Organizational Network Analysis (ONA), Workforce Forecasting and Scenario Planning, Leadership and Succession Planning, ROI of HR Initiatives and Programs • Workforce Planning and Talent Acquisition Analytics: Analyzing Workforce Supply and Demand, Recruitment Metrics-Time-to-Fill, Cost-per-Hire, Quality-of-Hire, Predictive Modeling for Talent Acquisition, Employer Branding and Candidate Experience Analytics • Diversity, Equity, and Inclusion (DEI) Analytics- Measuring DEI Metrics, Identifying and Mitigating Bias in HR Processes, Building an Inclusive Workforce through Analytics
3	Performance and Productivity Analytics
	<ul style="list-style-type: none"> • Key Performance Metrics, Linking Performance Data to Business Outcomes, Measuring Employee Productivity, Advanced Techniques: Sentiment Analysis for Performance Reviews • Employee Engagement and Retention Analytics: Understanding Engagement Surveys and Metrics, Analyzing Turnover and Retention, Building Predictive Models for Attrition Designing Interventions Using Data Insights • Data Visualization and Storytelling- Designing Effective Dashboards, Communicating Insights to Stakeholders, Storytelling Techniques for Impactful Presentations, Case Studies on Successful HR Analytics Projects

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

Minor Course I

Question Paper Pattern (Academic Year: 2025-2026)

Human Resource Analytics

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Written Test/ MCQ	20
Power Point Presentation / Group discussion / Assignment	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

1. "HR Analytics Handbook" by Tracey Smith
2. "Predictive HR Analytics: Mastering the HR Metric" by Martin Edwards & Kirsten Edwards
3. "HR Metrics: How to Make Data-Driven HR Decisions" by David Creelman
4. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport & Jeanne G. Harris
5. "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance" by David Green & Jonathan Ferrar
6. "Predictive Analytics for Human Resources" by Jac Fitz-enz & John Mattox
7. "The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments" by Jac Fitz-enz
8. "People Analytics in the Era of Big Data" by Jean Paul Isson & Jesse Harriott
9. "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

2. Minor Course I[#]

**2.A.c Rural Marketing (Course Credit 3)
Semester IV**

2. Minor	
2.A Course I	
2.A.b Rural Marketing (Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	The objective is to familiarize the students to the Rural Marketing environment so that they can understand consumer's and marketing characteristics of rural environment.
CObj 2	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
CObj 3	It also focuses on understanding and contributing to the emerging challenges in the upcoming global economic scenario
CObj 4	The course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural inputs and produce.
CObj 5	To realize the trends in rural marketing.
CObj 6	Develop a rural segmentation strategy based on demographics, psychographics, and economic factors.
CObj 7	Justify the need for customized communication and advertising in rural areas.
CObj 8	Formulate a business model leveraging rural e-commerce.
Course Outcomes	
COut 1	This paper allows students to explore various facets of rural marketing and expose them towards rural market environment and challenges in the globalized economies
COut 2	It makes the students aware about various dimensions of rural marketing
COut 3	Develop required skills to manage rural customers.
COut 4	Strategies to overcome the practical difficulties of rural marketing
COut 5	Explore the job opportunities in rural marketing
COut 6	Use segmentation, targeting, and positioning (STP) to market a product in rural areas.
COut 7	Assess the impact of e-commerce and digitalization on rural consumers.
COut 8	Create an advertising campaign addressing literacy levels and cultural differences in rural areas.

Modules at a Glance:

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Rural Market	15
3	Rural Marketing Mix	15
	TOTAL	45

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: <ul style="list-style-type: none"> a) Demographics– Population, Occupation Pattern, Literacy Level; b) Economic Factors- Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c) Rural Infrastructure -Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors, Lifestyle, Personality.
3	Rural Marketing Mix
	<ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories- FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting & Positioning for rural market. • 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

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

Minor Course I
Question Paper Pattern (Academic Year: 2025-2026)
Rural Marketing

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ^{##}	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

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. Rajagopal: Managing Rural Business
5. Habeeb U.R., Rahman K.S. Rural Marketing in India
6. HPH- Mumbai 400 004 --- 2003
7. Rural Marketing- Gopaldaswamy Vikas Publishing House
8. New Delhi.
9. Kashyp Pradeep, Rant Siddhartha The Rural Marketing, Biztantra, Mumbai.
10. Dogra Balram Ghuman Karmider
11. Rural Marketing concepts and practices Tata Mc Graw HILL Education Ltd. New Delhi 2011

Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)

2. General /Open Electives
General Electives (GE)/ Open Elective (OE)
3.A.a Accounting for Managerial Decisions (3 Credits)
Semester IV

3. General /Open Electives	
General Electives (GE)/ Open Elective (OE)	
3.A Accounting for Managerial Decisions (3 Credits)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To acquaint management learners with basic accounting fundamentals
CObj 2	To develop financial analysis skills among learners.
CObj 3	To impart knowledge in learner to make decision by using various management accounting tools
CObj 4	The course aims at explaining the core concepts of business finance and its importance in managing a business
CObj 5	The objective of the course is to familiarize the students with the basic management accounting concepts and their applications in managerial decision making.
Course Outcomes	
COout 1	Practical exposure helps the students to understand the use of Management Accounting tools for analysis and decision making.
COout 2	Basic knowledge preparing financial statement as per companies Act 2013.
COout 3	The Learner will able to analyzing the financial statement of companies
COout 4	Learners will be made familiarize with the basic management accounting concepts and their applications in managerial decision making.
COout 5	Financial analysis skills will be developed among learners

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 and Working Capital	15
	TOTAL	45

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 and Working Capital
	<ul style="list-style-type: none"> Preparation of cash flow statement (Accounting Standard-3(revised) (Direct method) • Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. Receivables management-Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]

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.

Minor Course I

Question Paper Pattern (Academic Year: 2025-2026)

Accounting for Managerial Decisions

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Assignment	20
Written test	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	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, New Delhi
6. Maheshwari SN - Management and Cost Accounting, Sultan Chand, New Delhi
7. Gupta, SP - Management Accounting, Sahitya Bhawan, Agra.

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**
3. Vocational & Skill Enhancement Courses (VSEC)
3.A Vocational Enhancement Course (VSC)
4.A.a Computer Application in Business Management – II (3 Credits)
Semester IV

4. Vocational & Skill Enhancement Courses (VSEC)	
4.A Vocational Enhancement Course (VSC)	
4.A.a Computer Application in Business Management – II (3 Credits)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Identify different types of business software and their functions (e.g., ERP, CRM, MIS).
CObj 2	Illustrate how computer networks and cloud computing facilitate business processes.
CObj 3	Evaluate the security risks associated with digital business applications and suggest mitigation strategies.
CObj 4	Justify the adoption of specific computer applications based on business needs and cost-benefit analysis.
CObj 5	Design a database management system for handling customer relationships or supply chain data.
CObj 6	Create a project presentation showcasing the integration of IT solutions in business strategies.
CObj 7	Justify the adoption of specific computer applications based on business needs and cost-benefit analysis.
Course Outcomes	
COut 1	Recognize key computer security threats in business environments.
COut 2	Describe the functionalities of common business management software.
COut 3	Apply database management systems (DBMS) for storing and retrieving business data efficiently.
COut 4	Evaluate the impact of emerging technologies (AI, Blockchain, Cloud Computing, Big Data) on business strategy.
COut 5	Formulate strategies to integrate IT solutions into business management for process improvement.
COut 6	Differentiate between various business software solutions and assess their advantages and limitations.
COut 7	Design business presentations, reports, and dashboards using advanced software tools.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Information Technology in business management	15
2	Enterprise Resource Planning	15
3	Data Issues	15
TOTAL		45

Sr. No	Modules
1	Information Technology in Business Management
	<p>Information Technology's Role in Business and its Basics Identifying Competitive advantages through technology, Supportive organizational structure for Strategic Initiatives Strategic Initiatives using IT: SCM, CRM and ERP, Measuring the success of Strategic Initiatives Extending the organization, building a Customer Centric Organization, Integrating Organization Organizational Information, Accessing Organizational Information, Creating Innovative Organizations Teams, Partnerships and Alliances, Building Software to support an agile organization, Outsourcing Development, Ethics in using IT, Emerging Trends and Technologies</p>
2	Enterprise Resource Planning
	<p>Introduction to ERP: Evolution of ERP; what is ERP? Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP. An Overview of Enterprise: Integrated Management Information; Business Modeling; ERP for Small Business; ERP for Make to Order Companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation. ERP and Related Technologies: ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System (DSS); Supply Chain Management (SCM). ERP System: ERP system: Introduction; Finance, Plant Maintenance, Quality Management, Materials Management. Tally: Creation of company, group, ledgers, voucher entry, GST invoice</p>
3.	Data Issues:
	<ul style="list-style-type: none"> - Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification - Data Warehouse: Definition, Features, Applications, Types of data warehouse, - Architecture: Business Analysis framework, 3-tier data warehouse framework. - Data Warehouse Models: Virtual Warehouse, Data Mart and Enterprise warehouse. - Metadata: Meaning and Categories, Role of metadata, Metadata respiratory, Challenges for metadata management, Data Cube - Online Analytical Processing Server (OLAP): Types, OLAP operations, OLAP Vs Operational Database (OLTP). - SCHEMA: Star Schema, Snowflake schema, Fact Constellation schema

Computer Application in Business Management - II
Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Marks
Case study/Assignment/ Presentation	20
Practical - Tally	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Reference Books:

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

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**

**4. Ability Enhancement Courses, Value Enhancement Course, Indian
Knowledge System**

5.A Ability Enhancement Course (AEC)

5.A.a Linguistic Studies II (3 Credits)

Semester IV

Modules at Glance

Linguistic Studies II		
Module. No.	Modules	No. of Lectures
1.	Select Studies in Translated Literature	10
2.	Functional and Commercial Language	10
3.	Forms of Literary Expressions	10
	Total	30

Sr. No.	Modules	No. of Lectures
1.	Select Studies in Translated Literature	10
	<ul style="list-style-type: none"> • Translated Literature and Cultural Exchange Review of Translated Literature using Translated Literary work from another language to chosen language. (The choice of the texts should be made by the learner with due discussion with the faculty). Based on this module, internal evaluation shall be done. 	
2.	Functional and Commercial Language	10
	<ul style="list-style-type: none"> • Newspaper reading of the chosen language in the class along with faculty • Watching and understanding News channel of the chosen language • Translation of often used words in office circulars and government communications • Simple conversations in the chosen language • Banking and financial terms in the chosen language 	
3.	Forms of Literary Expressions	10
	<ul style="list-style-type: none"> • Appreciation of select forms of literature <ul style="list-style-type: none"> o Films o Theatre o Performing Arts o Fine Arts • The faculty member shall discuss with the learners about the richness of other forms of Literary expressions in chosen language and 	

	learn to appreciate the creativity and presenting the creativity in a lighter form. Also, they are expected to appreciate the cultural dimensions behind it.	
	Total	30

Total marks: 50
Evaluation Pattern- 60:40
Internal Evaluation: 20 Marks
The faculty will decide the means of taking internal evaluation. It can be oral quiz, dialogue exchange, role play, reading comprehension, listening comprehension etc.

External evaluation:**Marks: 30****Duration: 1 hours****Note: (1) All questions are compulsory****(2) The learners can write answers in the chosen language or in English/Marathi/Hindi**

Question No.	Particulars (Nature of question)	Marks
Questions with sub questions	Flexibility is given to the faculty to decide the paper pattern and depending on learner's ability will design the question paper. It can contain questions like identifying or changing gender, identifying or changing tenses, making rhythmic words, answer in one sentence etc.	30
	Total	30

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)
5. Internship / Field Project / Research Project
(Any one course from the following list of courses)
(02 credits)
Semester IV**

6. Internship / Field Project / Research Project
Foundation of Research Skills (Internship) - II

Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)
6. Internship / Field Project / Research Project
(Any one course from the following list of courses)
(02 credits)
Semester IV

6. Internship / Field Project / Research Project
Foundation of Research Skills (Research Project) - II

**Syllabus of courses of SY BMS Programme
(With effect from the Academic Year 2025-2026)**
6. Internship / Field Project / Research Project
(Any one course from the following list of courses)
(02 credits)
Semester IV

6. Internship / Field Project / Research Project
Foundation of Research Skills (Field Project) - II

**##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: _____							