



**Resolution No.: 02 -AC Meeting held on 25<sup>th</sup> January, 2022.**

## **Bharatiya Vidya Bhavan's**

**M. M. College of Arts, N.M. Institute  
of Science, H.R.J. College of Commerce.  
(Bhavan's College) Autonomous  
(Affiliated to University of Mumbai)**

**Syllabus for: SYBMS**

**Program: BMS**

**Program Code: BH.MANAGEMENT**

**Course Code: (BH.UBMS)**

**Choice Based Credit System (CBCS)  
with effect from academic year 2022-23**



## PROGRAM OUTCOMES

<b>PO</b>	<b>PO Description</b>
	<b>A student completing Bachelor's Degree in management program will be able to :</b>
<b>PO-1</b>	The commerce and finance focused curriculum offers a number of specializations and practical exposures which would equip the student to face the modern-day challenges in commerce and business like Industries, Banking Sectors, Insurance Companies, Financing companies, Transport Agencies, Warehousing.
<b>PO-2</b>	After completing graduation, students can get skills regarding various aspects like Marketing Manager, Selling Manager, Administration abilities to run a company. Students can independently start up their own Business.
<b>PO-3</b>	Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group and act together as a group or a team in the interests of a common cause. Elicit views of others, mediate disagreements and help reach conclusions in group settings.
<b>PO-4</b>	The program will empower the student to appear in various competitive exams or choose a profession of their choice like CA, CS, UPSC, etc.
<b>PO-5</b>	Students undergoing this program learn to logically question assertions, to recognize patterns and to distinguish between essential and irrelevant aspects of problems. This helps them to learn behave responsibly in a rapidly changing interdependent society.
<b>PO-6</b>	This program will help students to enhance their employability for Government jobs, jobs in banking, insurance and investment sectors, data analysis jobs, and jobs in various other public and private enterprises.



## PROGRAM OUTLINES

### Semester-wise Distribution of Courses

Sr.No	COURSE CODE	TITLE OF PAPER	CREDITS	DISCIPLINE
<b>SEMESTER III</b>				
1	BH.UBMS.301	Introduction to Cost Accounting and Auditing	3	Elective course (Finance)
2	BH.UBMS.302	Corporate Finance	3	Elective course (Finance)
3	BH.UBMS.303	Consumer Behavior	3	Elective course (Marketing)
4	BH.UBMS.304	Product Innovation Management	3	Elective course (Marketing)
5	BH.UBMS.305	Information Technology in Business Management – I	3	Ability enhancement compulsory course
6	BH.UBMS.306	Foundation Course (Environmental Management) – III	2	Skill enhancement course
7	BH.UBMS.307	Business Planning & Entrepreneurship Management	3	Core course
8	BH.UBMS.308	Accounting for Managerial Decisions	3	Core course
9	BH.UBMS.309	Strategic Management	3	Core course
<b>SEMESTER IV</b>				
10	BH.UBMS.401	Strategic Cost Management	3	Elective course (Finance)
11	BH.UBMS.402	Corporate Restructuring	3	Elective course (Finance)
12	BH.UBMS.403	Integrated Marketing Communications	3	Elective course (Marketing)
13	BH.UBMS.404	Rural Marketing	3	Elective course (Marketing)
14	BH.UBMS.405	Information Technology in Business Management – II	3	Ability enhancement compulsory course
15	BH.UBMS.406	Foundation Course (Ethics & Governance) – IV	2	Skill enhancement course
16	BH.UBMS.407	Business Economics – II	3	Core course
17	BH.UBMS.408	Business Research Methods	3	Core course
18	BH.UBMS.409	Production & Total Quality Management	3	Core course



**DETAILED SYLLABUS – SEMESTER III**

<b>Programme: : S.Y.BMS (SECOND YEAR BACHELORS OF MANAGEMENT STUDIES )</b>		<b>Semester: III</b>	
<b>Course: Introduction to Cost Accounting and Auditing</b>		<b>Course Code: BH.UBMS.301</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b>Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. To introduce basic concepts and the tools used in Cost Accounting</li> <li>2. To give insight into principles and procedure of cost accounting and to apply them to different practical situations</li> <li>3. To give basic understanding of concepts and the tools used in Auditing</li> </ol>			
<b>Course Outcomes:</b>			
<ol style="list-style-type: none"> <li>1. Learners will get the knowledge of basic concepts and tools of cost accounting</li> <li>2. Learners will understand the principles and procedures of cost accounting with practical aspects in it</li> <li>3. Learners will get the knowledge of basic concepts and tools of cost auditing</li> </ol>			
<b>Preamble:</b> this being the first subject of finance elective gives an idea about the basic concepts of cost and audit to the students and it is followed by the subject of strategic cost accounting in semester 4 . Introduction to finance electives the subject make student well versed with the basic and fundamental concepts and applications.			
<b>Detailed Syllabus: (per session plan)</b>			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>
<b>1</b>	<b>Introduction</b> 1.1 Meaning, Nature and scope-Objective of Cost Accounting-Financial		12



	Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting- 1.2 Elements of Costs-Cost classification (concept only)- -Installation of Cost Accounting System, 1.3 Process (Simple and Inter process) and Job Costing ( Practical Problems)	
<b>2</b>	<b>Elements of Cost</b> 2.1 <b>Material Costing</b> - Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems) 2.2 <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems) 2.3 <b>Overhead Costing</b> (Primary and Secondary Distribution)	12
<b>3</b>	<b>Cost Projection</b> 3.1 Introduction (meaning of cost sheet and its different overhead Components, meaning of reconciliation) 3.2 Cost Sheet (Current and Estimated) ( Practical Problems) 3.3 Reconciliation of financial accounts and cost accounting (Practical Problems)	12
<b>4</b>	<b>Introduction to Auditing</b> 4.1 <b>Basics</b> – 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. 4.2 <b>Errors &amp; Frauds</b> – 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 4.3 <b>Principles of Audit</b> – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audi Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting	12
	<b>Total No of Lectures</b>	<b>48</b>

**Reference Books:**

1. N.K. Prasad- “Principles and Practice of Cost Accounting”- Book Syndicate pvt Limited, 1979
2. D.Battacharya- “Cost And Management Accounting”- Platinum Publishers; Ist edition 2008



3. C Horngren and Datar – “Cost and Management Accounting”- ISBN-139780136126638 -(2009)
4. Swaminathan- “Lectures on Costing”- S. Chand and Company (P) Ltd., New Delhi
5. C.S. Rayudu – “Cost Accounting”- Tata Mc. Grow Hill and Co. Ltd., Mumbai
6. Jawahar Lal and Seema Srivastava – “Cost Accounting”- Tata Mc. Grow Hill and Co. Ltd., Mumbai
7. Ravi M. Kishore- “ Cost Accounting”- Taxmann Ltd., New Delhi
8. Edward Blocher – “Cost management : A Strategic Emphasis” - 2021, McGraw-Hill LLC

**Self study topics:** Installation of Cost Accounting System, basics of auditing

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**

**Details of Continuous Internal Assessment (CIA)**

**Internal exam – MCQ - CIA 1: 20 Marks**

**Activity Assessment – CIA 2: 20 Marks**

Assignment/project/survey/group discuss

Survey and debate on

1. Awareness of cost accounting concepts amongst people
2. Awareness of frauds and other audit concepts

<b>Programme: S.Y.BMS (SECOND YEAR BACHELORS OF MANAGEMENT STUDIES )</b>		<b>Semester: III</b>	
<b>Course:</b>	<b>Corporate Finance</b>	<b>Course Code: BH.UBMS.302</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)  (Marks - 40)</b>	<b>Semester End Examination (ESE)  (Marks: 60)</b>
<b>4</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Objectives:</b>			



- To develop a conceptual frame work of finance function
- To acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making
- To explain the core concept of corporate finance and its importance in managing business

**Course Outcomes:**

- The learner will understand the importance of Finance Function in corporates.
- The learner will develop understanding of taking financial decision regards to capital structure, leverage theories, Capital Budgeting.
- The learner will develop a skill of managing business finance

**Preamble:** This subject furnishes students with a solid foundation in the field of procurement of funds, its employment and payment of dividend to the shareholders. Finance is mostly about understanding present value. This course focuses on providing theoretical and practical framework for understanding how investor and company managers, can influence both the amount and risk of cash flow to enhance shareholders value.

**Detailed Syllabus: (per session plan)**

Unit	Description	Periods
<b>1</b>	<b>INTRODUCTION</b>	<b>12</b>
	1.1 Introduction to Corporate Finance	
	Meaning, Principles of Corporate Finance	
	Significance of Corporate Finance, Qualities of a Finance Manager, Capitalisation - Meaning, Market Capitalisation, Amount of Capitalisation - Over Capitalisation, Under Capitalisation, Fixed Capital and Working Capital (Simple Problems)	
	1.2 Introduction to ownership of securities - ordinary Share, Preference Shares, Creditorship Securities, Bonds, Convertible Debentures, Concept of Private placement of Securities	
	1.3 Goals of Corporate Finance	
	Shareholders Wealth Maximisation through -	
	A - Financing Decision	
	B - Investment Decision	
	C - Dividend Decision	



<b>2</b>	<b>FINANCING DECISION / Capital Structure Planning</b>		<b>12</b>
	2.1	Capital Structure Planning	
		Meaning, Factors affecting capital structure, Optimum Capital Structure,	
		Problems on EPS, EBIT-EPS indifference Point, Break-Even Level of EBIT	
		Capital Structure Theories	
		Net Income (NI) Approach	
		Net Operating Income (NOI) Approach	
		Modigliani-Millar (MM) Approach	
		Traditional Approach	
	2.2	Cost of Capital	
		Meaning. Components, Methods of Determination of Cost of Capital	
		Problems on Weighted Average Cost of Capital (WACC)	
	2.3	Leverages	
		Meaning, Operating Leverage, Financial Leverage	
		Degree of Operating Leverage	
		Degree of Financial Leverage	
		Degree of Combined Leverage	
<b>3</b>	<b>INVESTING DECISION / TIME VALUE OF MONEY</b>		<b>12</b>
	3.1	Introduction to time Value of Money - Compounding & Discounting	
	3.2	Capital Budgeting	
		Techniques of Capital Budgeting - Traditional & Discounted, Payback Period, Payback Profitability, Average Rate of Return, Net Present Value,	
	3.2	Cash Management	
		Meaning, Motives of Holding Cash, Operating Cycle	
		Problems on Cash Management	
<b>4</b>	<b>DIVIDEND POLICY DECISION</b>		<b>12</b>
	4.1	Meaning, Classification of Dividend	
		Factors Affecting Dividend Policy	
	4.2	Theories of Dividend -	
		Walters Model	
		Gorden Model	
		Modigliani Millar Model	





	4.3	Sources of Finance - Long Term, Medium Term, Short Term.	
	<b>Total No of Lectures</b>		<b>48</b>
<b>Reference Books:</b> Prasanna Chandra, "Financial Management", 10 <sup>th</sup> Ed, - Tata-McGraw Hill, 20 <sup>th</sup> April 2019. M.Y.Khan & P.K. Jain, "Financial Management", 5 <sup>th</sup> Ed, New Delhi, Tata-McGraw Hill, 2008 Damodaran, A. Damodaran on Valuation, "Security Analysis and Corporate Finance", 2nd Ed, Noida - India, Wiley India Pvt Ltd., 22 Aug 2006 Foster George, "Financial Statement Analysis", 2nd ed, Pearson Education Pvt Ltd., 2002			
<b>Self- Study Topic:</b> Module 4 – Sources of Finance			
<b>Assessment pattern 60:40</b>			
<b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b>			
<b>Details of Continuous Internal Assessment (CIA)</b>			
<b>Internal exam – MCQ - CIA 1: 20 Marks</b>			
<b>Activity Assessment – CIA 2: 20 Marks</b>			
Assignment/project/survey/group discussions			
Case Study Topics			
1. Companies issuing Shares or Debentures			
2. Companies investing in Machinery or Acquiring business			
Companies Distributing Dividends and their impact on market price of the share			

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>				<b>Semester : THREE</b>	
<b>Course: Consumer Behaviour</b>				<b>Course Code: BH.UBMS.303</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme(Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Practical (Periods per week)</b>	<b>Tutorial (Periods per week)</b>	<b>Credits (Theory + Practical)</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Term End Examination (ESE)</b>



	<b>per batch)</b>	<b>per batch)</b>		<b>(Marks – 40)</b>	<b>(Marks: 60)</b>
04	NA		03	40	60

**Course Objectives:**

1. To develop an understanding about the consumer decision making process and its applications in marketing function of firms.
2. To give insight into, understanding about dimensions of Consumer Behaviour.
3. To develop skill of understanding and analysing consumer information and using it to create consumer- oriented marketing strategies

**Course Outcomes:**

1. Learner will be able to understand CONSUMER BEHAVIOUR and outcome of Management decision
2. Learner will be able to acquire knowledge of consumer behavior can be applied to Marketing of goods and services.
3. Learner will be able to identify and explain factors which influence consumer behavior.

**Preamble:** This subject furnishes students with a solid foundation in the field of Consumer Behavior. This subject allows student to develop a deeper knowledge and skills to understand the importance of how people make decisions about what they buy, want, need or act in regards to a product, service or company and how potential customers will respond to a new product or service.

**Detailed Syllabus: ( per session plan )**

<b>Unit</b>	<b>Description</b>	<b>Periods</b>
<b>1</b>	<p><b>1.1 Introduction To Consumer Behaviour:</b>                      Meaning of Consumer Behaviour, Features and Importance                      Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour.</p> <p>1.2 Profiling the consumer and understanding their needs, Consumer Involvement</p> <p>1.3 Application of Consumer Behaviour knowledge in Marketing                      Consumer Decision Making Process and Determinants of Buyer</p>	12



	Behaviour, factors affecting each stage, and Need recognition.	
<b>2</b>	<p><b>Individual- Determinants of Consumer Behaviour</b></p> <p>2.1 Consumer Needs &amp; Motivation- (Theories - Maslow, Mc Cleland, ERG theory and Herzbergs dual factor theory)</p> <p>Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it’s Marketing significance, Product personality and brand personification.</p> <p>Self-Concept – Concept</p> <p>2.2 Consumer Perception - Meaning, Definition, Features, Significance, perceptual process, factors responsible for perceptual distortion.</p> <p>2.3 Learning – Meaning, Definitions and Features, Types of learning and Theories - Behavioral, Cognitive and Social Learning Theory</p> <p>Consumer Attitude –Meaning, Features, Functions, Relationship between consumer learning and attitude, Theory of consumer attitude, Attitude Measurement, Factors affecting consumer attitude, Consumer Attitude and Formation, &amp; attitudinal Changes.</p> <p>Case Study</p>	12
<b>3</b>	<p><b>Environmental Determinants of Consumer Behaviour</b></p> <p>3.1 Family Influences on Buyer Behaviour,</p> <p>Roles of different members, needs perceived and evaluation rules.</p> <p>Factors affecting the need of the family, family life cycle stage and size.</p> <p>Social Class and Influences.</p> <p>3.2 Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; 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.</p> <p>3.3 Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system. Changing Indian core values.</p>	12
<b>4</b>	<p><b>Consumer decision making models and New Trends</b></p> <p>4.1 Meaning, Definition, Different views on decision making and buying motives</p>	12



	<p>Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</p> <p>4.2 Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</p> <p>4.3 E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying and Recent trends (FMCG, Fashion, Tourism etc) for different sectors.</p>	
	<p><b>Total</b></p>	<p><b>48</b></p>

**Reference Books:**

- Schiffman, L.G., Kanuk, L.L. & Kumar, S.R., “Consumer behaviour” – 10<sup>th</sup> edition
- Solomon, M.R.- “Consumer behaviour – buying, having and being” – 8<sup>th</sup> edition
- Blackwell, R.D., Miniard, – P.W., & Engel – “Consumer behaviour”
- Hawkins, D.I., Best, R.J., Coney, K.A. and Mookerjee – “Consumer behaviour, building marketing strategy”
- Kotler, P. and Keller, K.L. – “Marketing Management” – Global edition
- Nair Suja – “Consumer Behaviour and Marketing Research” \_ Himalaya Publishing House – Mumbai
- Loudon D.L and Della Bitta A.J – “Consumer Behaviour – Concepts and Applications” - Tata McGraw-Hill Publishing Company Limited –4<sup>th</sup>Edition - New Delhi

**Self-Study Topics –**

1. Difference between Individual and Institutional buyer and Individual buying behavior and institutional buying behavior.
2. How job of Marketers still remains challenging?
3. How to Alter Self-Image
4. Application of Self-concept in Marketing
5. Types of Social classes
6. Relevance of social classes

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**



**Details of Continuous Internal Assessment (CIA)**

**Internal exam – MCQ - CIA 1: 20 Marks**

**Activity Assessment – CIA 2: 20 Marks**

Assignment/project/survey/group discussions

**Group presentation Topics**

1. Personality and personality traits
2. Motivation
3. Leadership
4. Individual behavior/ Group behavior/ Social group behavior and its impact on consumer decision making
5. Environmental impact on consumer decision making process

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>				<b>Semester : THREE</b>	
<b>Course: Product Innovation Management</b>				<b>Course Code: BH.UBMS.304</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme(Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Practical (Periods per week per batch)</b>	<b>Tutorial (Periods per week per batch)</b>	<b>Credits (Theory + Practical)</b>	<b>Continuous Internal Assessment (CIA) (Marks – 40)</b>	<b>End Semester Examination (ESE)  (Marks: 60)</b>
04	NA		03	40	60

**Course Objectives:**

1. To study Product innovation management, to identify gaps, so as to enable better consumer satisfaction.
2. To Innovation management leading to improve productivity, create new revenue streams, increase employee loyalty and save costs.
3. To manage and encourage innovation in the organization to phase out obsolete product and process.



4. To enable organization to compete effectively with the help of product innovation management.

**Course Outcomes:**

1. Learner will be able to understand Product innovation management and role in corporate strategy formulation and decision making.
2. Learner will be able to understand role of innovation, product development, market positioning, and new business creation, work directly with leadership to make strategic long-term plans.

**Preamble:** This subject furnishes students with a solid foundation in the field of Product Innovation Management. This subject provides students insight into the role that Innovation plays in organization, how it ties into corporate strategy, Product development, Market positioning and New business creation. Work directly with leadership to make strategic long term plans.

**Detailed Syllabus: ( per session plan )**

Unit	Description	Periods
1	<p><b>Innovations Management</b></p> <p>1.1 Introduction -Innovations Management Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations.</p> <p>1.2 Thinking Tools for Innovations Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods</p> <p>1.3 Legal Aspects of innovations Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights; Trade secrets.</p>	12
2	<p><b>Managerial Aspects of Innovations functions</b></p> <p>2.1 Organizing for Innovations Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision.</p> <p>2.2 Strategizing Innovations Introduction; Innovations as a strategy component; Developing innovation strategy; Innovation strategies; Market standing based strategies.</p>	12



	<p>Managing Innovations Functions Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Resource allocation, Characteristics of good management.</p> <p>2.3 Climate and culture for innovations Introduction; Need for innovative organization; Characteristics of innovative organizations; Building an innovative organization – 7s framework; Fostering innovations climate and culture.</p>	
<b>3</b>	<p><b>Product innovations, Process Innovations and Innovations Diffusion</b></p> <p>3.1 Introduction to product innovations Types of new products; Technology strategy for product innovation and New product development process; Packaging innovations; Positioning innovations; New product failures;</p> <p>3.2 Process Innovations Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking,</p> <p>3.3 Innovations Diffusion Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations, Auditing innovation management. Case Study.</p>	12
<b>4</b>	<p><b>New Product Development Strategy</b></p> <p>4.1 New Product Development and Product Specifications Concept of new product development specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.</p> <p>4.2 Concept Generation, Selection and Testing, 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.</p> <p>4.3 Product testing Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test, Sectors and Technology in Innovation (Pharma, IT etc)</p>	12
	<b>Total</b>	<b>48</b>
<p><b>Reference Books:</b></p> <p>Joe Tidd, John Bessant, Keith Pavitt –“Managing innovation” – Integrating Technological, Market and Organizational Change – Third edition – Wiley India Pvt Ltd 2012</p>		



Harvard business review press – “On Business model innovation” – Boston - 2012  
 Stefano Biazzo and Roberto Filipini – “Product innovation management” - Springer

**Self-Study Topics –**

1. Difference between Vertical thinking and Creative thinking
2. Distinguished between Mechanistic organization and Organic organization
3. Characteristics of good innovation management

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**

**Details of Continuous Internal Assessment (CIA)**

**Internal exam – MCQ - CIA 1: 20 Marks**

**Activity Assessment – CIA 2: 20 Marks**

Assignment/project/survey/group discussions

**Case study topics**

1. Understand company’s production process and how do firms bring in new business model and get products and services to the market?

**Group discussion**

1. Various production process
2. Innovation process and marketing techniques in current scenario

<b>Programme: S. Y BMS. (BACHELORS OF MANAGEMENT STUDIES)</b>		<b>Semester: III</b>	
<b>Course: INFORMATION TECHNOLOGY IN BUSINESS MANAGEMENT - I</b>		<b>Course Code: BH.UBMS.305</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		<b>40</b>	<b>60</b>





**Course Objectives:**

- To learn basic concepts of Information Technology, its support and role in Management, for manager.
- Module II comprises of practical hands-on training required for office automation. It is expected to have practical sessions of latest MS-Office software
- To understand basic concepts of Email, Internet and websites, domains and security therein
- To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features

**Course Outcomes:**

- Familiarize the basic concepts and its applications in managing business.
- Reproduce a working knowledge of concepts and terminology related to information technology in open source appraise the knowledge previously acquired of Microsoft Office.
- Understand the need of Database systems for business analytics.

**Preamble:** This subject furnishes students with a solid foundation of using computer basic skills like M.S. Office for office automation. The students will learn the basic concept of email, internet, websites, domains and security therein. The student will learn the security aspects of IT in business, highlighting electronic transactions, advanced security features.

**Detailed Syllabus: (per session plan)**

Unit	Description	Periods
	<b>1. Introduction to IT Support in Management</b>	<b>12</b>
	<p>1.1 <b>Information Technology</b>                      concepts Concept of Data, Information and Knowledge Concept of Database</p> <p>1.2 <b>Introduction to Information Systems and its major components</b>                      Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) ♣ Types of CBIS - brief descriptions and their interrelationships/hierarchies ♣ Office Automation System (OAS)</p> <p>1.3 <b>Success and Failure of Information Technology.</b>                      Failures of Nike and AT&amp;T.</p>	



<p><b>1.4 IT Development Trends.</b> Major areas of IT Applications in Management.</p> <p><b>1.5 Concept of Digital Economy and Digital Organization.</b> Recent Development in Business Model – Example of Amazon, Ola, Zomato, Flipkart, Paytm Bank, etc.</p> <p><b>1.6 IT Resources</b> Open-Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</p>	
<p><b>2. Office Automation using MS Office</b></p>	<p><b>12</b></p>
<p><b>2.1 Learn Word</b> Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature.</p> <p><b>2.2 Spreadsheet application (e.g., MS-Excel/openoffice.org)</b> Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical Using Advanced Functions: Use of VLOOKUP/HLookup Data analysis – sorting data, filtering data (AutoFilter, Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</p> <p><b>2.3 Presentation Software</b> Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</p>	
<p><b>3. Email, Internet, Database and its Applications</b></p>	<p><b>12</b></p>
<p><b>3.1 Introduction to Email</b> Writing professional emails Creating digitally signed documents.</p> <p><b>3.2 Use of Outlook</b> Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software.</p>	



<p><b>3.3 Internet</b>  <b>Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks.</b> Devices and concepts like (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN, Introduction to Dark web (Dark Net), Block chain and its applications.</p> <p><b>3.4 DNS Basics</b>                  Need of DNS, Domain Name Registration, Hosting Basics.</p> <p><b>3.5 Need of Database:</b>                  Introduction of Database systems. Tools used for data bases. Applications of data bases in MIS, to help report creation.</p> <p><b>3.6 Emergence of E-commerce and M-Commerce</b>                  Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronic Funds Transfer (Internet / RTGS / NEFT / UPI), Electronic Data Interchange. Introduction to Social Media Platform as an emerging trend (Facebook, Twitter, You tube, Instagram)</p>	
<p><b>4. E-Security Systems</b></p>	<p><b>12</b></p>
<p><b>4.1 Threats to Computer systems and control measures.</b>                  Types of threats Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management</p> <p><b>4.2 IT Risk Definition,</b>                  Measuring IT Risk, Risk Mitigation and Management.</p> <p><b>4.3 Information Systems Security</b>                  Need of security services in an internet application. Tools for internet security like, Firewalls, Antivirus, Packet sniffers, Nessus, Wireguard. Tools for Data security:                  Like Scuba, AppdetectivePro, NMAP, SQLRECON, BSQL HACKER etc.</p> <p><b>4.4 Security on the internet ,</b> Network and website security risks Website Hacking and Issues therein. Security and Email, Mobile Security – Application Download, UPI Payment, need of payment Gateway.</p>	



	<p><b>4.5 Understanding and defining Enterprise-wide security framework</b></p> <p><b>4.6 Information Security Environment in India with respect to real Time Application in Business</b></p> <p>Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; Cash, Security requirements for Safe E-Payments</p> <p>Security measures in International and Cross Border financial transactions</p> <p><b>4.7 Threat Hunting Software</b></p> <p>Need of such tools, Types of Threat Hunting Tools like Analysis Driven, Intelligence driven, situational awareness examples.</p>	
	<p><b>Total No of Lectures</b></p>	<p><b>48</b></p>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Urbach Nils &amp; Alhmann Fredrick “IT Management in Digital Age” Springer</li> <li>2. Curran S &amp; Mitchel H “Office Automation -An essential management strategy’ Mcmillaina Press ,London</li> <li>3. Bhushan &amp; Rathod “Fundamentals Of Cyber Security”BPB Publications ,New Delhi</li> </ol>		
<p><b>Self Study Topic – Module 3 – Email, Outlook, Internet</b></p>		
<p><b>Assessment pattern 60:40</b></p> <p><b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b></p>		
<p><b>Details of Continuous Internal Assessment (CIA)</b></p> <p><b>Internal exam – MCQ - CIA 1: 20 Marks</b></p> <p><b>Activity Assessment – CIA 2: 20 Marks</b></p> <p>Assignment/project/survey/group discussions</p> <p>Assignment / Presentation</p> <ol style="list-style-type: none"> <li>1. Assignment on Word, Excel.</li> <li>2. Mobile application and its security risk involved</li> </ol>		



<b>Programme: S. Y BMS. (BACHELORS OF MANAGEMENT STUDIES)</b>		<b>Semester: 3</b>	
<b>Course: Foundation course-III (Environmental Management)</b>		<b>Course Code: BH.UBMS.306</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week) 03</b>	<b>Credits  02</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
		<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b><u>Course Objectives:</u></b>			
<ul style="list-style-type: none"> <li>• The basic objective of this course is to provide fundamental knowledge about environmental studies.</li> <li>• To explain the constituents of ecological system and adverse effects on environment by organization</li> <li>• To inform students about sustainable business practices that can benefit both the organization and the environment.</li> <li>• To explore environmental concepts and resources.</li> </ul>			
<b><u>Course Outcomes:</u></b>			
<ol style="list-style-type: none"> <li>1) Learners will diagnose the Concept and water cycle, Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid.</li> <li>2) Learners will explore what is Environmental clearance for establishing and operating Industries in India</li> <li>3) Learners will discuss Innovative Business Models: Eco-tourism, green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits, other business projects for greener future.</li> <li>4) Learners will comprehend the basic constituents of environment and natural resources.</li> </ol>			
<b>Detailed Syllabus: (per session plan)</b>			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>
<b>1</b>	<b>Environmental Concepts</b> Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • Biogeochemical cycles - Concept and water cycle • Ecosystem & Ecology;		<b>12</b>



	<p>Food chain, food web &amp; Energy flow pyramid</p> <ul style="list-style-type: none"> <li>Resources: Meaning, classification (Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li> </ul>	
<b>2</b>	<p><b>Environment degradation</b></p> <p>Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies</p> <ul style="list-style-type: none"> <li>Pollution – meaning, types, causes and remedies (land, air, water and others)</li> <li>Global warming: meaning, causes and effects.</li> <li>Disaster Management: meaning, disaster management cycle.</li> <li>Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li> </ul>	<b>11</b>
<b>3</b>	<p><b>Sustainability and role of business</b></p> <ul style="list-style-type: none"> <li>Sustainability: Definition, importance and Environment Conservation.</li> <li>Environmental clearance for establishing and operating Industries in India</li> <li>EIA, Environmental auditing, ISO 14001</li> <li>Salient features of Water Act, Air Act and Wildlife Protection Act.</li> <li>Carbon bank &amp; Kyoto protocol</li> </ul>	<b>11</b>
<b>4</b>	<p><b>Innovations in business- an environmental perspective</b></p> <p>Non-Conventional energy sources- Wind, Bio-fuel, Solar, Tidal and Nuclear Energy.</p> <p>Innovative Business Models: Eco-tourism, green marketing, Organic farming, Eco friendly packaging, Waste management projects for profits, other business projects for greener future</p>	<b>11</b>
	<b>Total No of Lectures</b>	<b>45</b>
<ul style="list-style-type: none"> <li><b>Reference Books:</b></li> <li>Frank.R. spell man” The Science of Environmental Pollution” CRC Press, Jun 17 2021.</li> </ul>		



<ul style="list-style-type: none"> <li>• N.K. uberoi” Environment Management”, Excel Books, Delhi,2004</li> <li>• Bala Krishnamoorthy “Environmental Management” – Text &amp;cases, Prentice Hall of India.2003</li> <li>• Dr. Anand S. Bal “Environmental Management” Himalaya Publishing House.</li> </ul>
<b>Self-study topic-</b> • Sustainability: Definition, importance and Environment Conservation
<b>Assessment pattern 60:40</b>
<b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b>
<b>Details of Continuous Internal Assessment (CIA)</b>
<b>Internal exam – MCQ - CIA 1: 20 Marks</b>
Assignment/project/survey/group discussions
<b>Activity Assessment – CIA 2: 20 Marks (common table attached)</b>

<b>Programme: S. Y BMS. (BACHELORS OF MANAGEMENT STUDIES)</b>		<b>Semester: III</b>	
<b>Course: Business Planning &amp; Entrepreneurial Management</b>		<b>Course Code: BH.UBMS307</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		<b>40</b>	<b>60</b>

<p><b>Course Objectives:</b></p> <ul style="list-style-type: none"> <li>• To introduce Entrepreneurship education.</li> <li>• To develop entrepreneurs to take responsibility in managing an enterprise specially SMEs.</li> <li>• To inspire, motivate future entrepreneurs with stories &amp; case studies of successful Entrepreneurs</li> <li>• To understand Entrepreneurial situation during pandemic&amp; post pandemic(covid19)</li> </ul>
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<p><b>Course Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Learners will learn basic concepts of Entrepreneurship management</li> <li>• Learners will develop knowledge on converting Idea into opportunity and into business. &amp; Develop basic understanding of launching a new business venture.</li> </ul>
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- Learners will learn & solve case studies during the lecture.
- Learners will learn the impact of pandemic on entrepreneurs & recovery of small-scale industries.

**Detailed Syllabus: (per session plan)**

Unit	Description	Periods
	<p><b>1. Foundations of Entrepreneurship Development</b></p> <p>1.1 Foundations of Entrepreneurship Development:                      Concept and Need of Entrepreneurship Development                      Definition of Entrepreneur, Entrepreneurship,                      Importance and significance of growth of entrepreneurial activities                      Characteristics and qualities of entrepreneur                      Case studies: Entrepreneurs from Small Towns in India</p> <p>1.2. Theories of Entrepreneurship:                      Innovation Theory by Schumpeter &amp; Imitating                      Theory of High Achievement by McClelland                      X-Efficiency Theory by Leibenstein                      Theory of Profit by Knight</p> <p>1.3 External Influences on Entrepreneurship Development:                      Socio-Cultural, Political, Economic, Personal.                      Assistance and incentives for promoting and development of entrepreneurship                      Role of Entrepreneurial culture in Entrepreneurship Development</p>	<b>12</b>
	<p><b>2. Types &amp; Classification of Entrepreneurs</b></p> <p>2.1. Intrapreneur – Concept and Development of Intrapreneurship</p> <p>2.2. Women &amp; social Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group. Social entrepreneurship – concept, development of social entrepreneurship in India. Importance and Social responsibility of NGO's.</p> <p>2.3 Entrepreneurial development Program (EDP) – concept, factor influencing EDP.</p>	<b>12</b>





<p><b>3. Entrepreneur Project Development &amp; Business Plan</b></p>	<p><b>12</b></p>
<p>3.1. Innovation, Invention, Creativity, Business Idea, Opportunities through change. Idea generation– Sources-Development of product /idea Environmental scanning and SWOT analysis</p> <p>3.2 Creating Entrepreneurial Venture-Entrepreneurship Development Cycle Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan. Business plan failures.</p> <p>3.3 Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management, Ownership, Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&amp;A) Case study on takeover, mergers and acquisitions of start-ups in India &amp; global Critical Risk Contingencies of the proposal, Scheduling and milestones.</p>	
<p><b>4. Venture Development</b></p>	<p><b>12</b></p>
<p>4.1. Steps involved in starting of Venture -Institutional support to an entrepreneur. Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</p> <p>4.2. Legal requirements for establishment of new unit <b>(Incorporation and Registration, Capital Subscription)</b></p> <p>4.3 Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. New trends in entrepreneurship</p> <p>4.4 Impact of COVID-19: Micro, Small and Medium Enterprises in India, Pandemic Shock of COVID-19 and Policy Response.</p> <p>4.5 Government Financing Support Programme for Businesses Covid 19: Relief Measures to Small Businesses in India. Atma nirbhar Bharat Abhiyan.</p> <p>4.6 Post-Pandemic Business ideas &amp; sources of finance.</p> <p>4.7 Future of entrepreneurship post pandemic</p>	
<p><b>Total No of Lectures</b></p>	<p><b>48</b></p>



<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Butler David” Business Planning: A Guide to Business Start-Up” UK: Taylor and Francis Ltd, 2000.</li> <li>• Dr. Desai Vasant – “Dynamics of Entrepreneurial Development&amp; Management”, Bombay, Himalaya Publishing House,2019</li> <li>• Burns Paul- “Corporate Entrepreneurship and Innovation”, Bloomsbury Publishing, Feb 28 2020</li> <li>• Kuratko Donald- “ Entrepreneurship in the New Millennium”, Ceneage learning India pvt ltd (1 January 2008)</li> </ul> <p><a href="https://www.researchgate.net/publication/342412149_EEE_2014_JOURNEY_OF_A_SMALL_TOWN_ENTREPRENEUR_AN_INDIAN_CASE_STUDY">https://www.researchgate.net/publication/342412149_EEE_2014_JOURNEY_OF_A_SMALL_TOWN_ENTREPRENEUR_AN_INDIAN_CASE_STUDY</a></p> <p><a href="http://ecoursesonline.iasri.res.in/mod/page/view.php?id=1049">http://ecoursesonline.iasri.res.in/mod/page/view.php?id=1049</a></p> <p><a href="https://smallbusiness.chron.com/business-plans-fail-projects-fail-10901.html">https://smallbusiness.chron.com/business-plans-fail-projects-fail-10901.html</a></p> <p><a href="https://rcic.in/acquisitions/mergers-acquisitions-case-studies-india/">https://rcic.in/acquisitions/mergers-acquisitions-case-studies-india/</a></p> <p><a href="https://www.ahlawatassociates.com/blog/legal-requirements-for-starting-a-business-in-india">https://www.ahlawatassociates.com/blog/legal-requirements-for-starting-a-business-in-india</a></p>
<p><b>Self-study topic</b></p> <p>1) SWOT Analysis.</p> <p>2) New trends in entrepreneurship</p>
<p><b>Assessment pattern 60:40</b></p> <p><b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b></p>
<p><b>Details of Continuous Internal Assessment (CIA)</b></p> <p><b>Internal exam – MCQ - CIA 1: 20 Marks</b></p> <p><b>Activity Assessment – CIA 2: 20 Marks</b></p> <p>Assignment/project/survey/group discussions</p>

<b>Programme: S. Y BMS. (BACHELORS OF MANAGEMENT STUDIES)</b>		<b>Semester: III</b>
<b>Course:</b>	<b>Accounting for Managerial Decision</b>	<b>Course Code: BH.UBMSSIII.04</b>
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>



<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)  (Marks - 40)</b>	<b>Semester End Examination (ESE)  (Marks: 60)</b>
<b>4</b>	<b>3</b>	40	60

**Course Objectives:**

- To acquaint management learners with basic accounting fundamentals.
- To develop financial analytical skills among learners.

**Course Outcomes:**

- The learner will understand the importance and use of ratio analysis in business.
- The learner will develop a skill of analysing financial statements of companies

**Preamble:** This subject furnishes students with a solid foundation in the field of recording and analyzing numbers of Public companies, private businesses and government agencies. This subject allows student to Identify problems associated with relying on financial accounting information for internal decision making, Organize cost information according to the decision-making needs of the organization, how to use accounting to facilitate and align decisions made by owners, managers, and employees.

**Detailed Syllabus: (per session plan)**

<b>Unit</b>	<b>Description</b>	<b>Periods</b>
<b>1</b>	<b>ANALYSIS &amp; INTERPRETATION OF FINANCIAL STATEMENTS</b>	<b>12</b>
	1.1 Meaning, Difference Between Management Accounting and Financial Accounting, Importance of Management Accounting	
	1.2 Study of Balance sheet and Profit & Loss of Limited Companies	
	Vertical forms of Balance sheet and Profit & Loss Account	
	1.3 Financial Statement Analysis - Common Size, Comparative, Trend Analysis	
<b>2</b>	<b>RATIO ANALYSIS</b>	<b>12</b>
	2.1 Meaning, Importance & Limitations of Ratio Analysis	
	Classification of Ratio - Revenue Ratios	
	2.2 Classification of Ratio - Balance Sheet Ratio	



		Classification of Ratio - Combined Ratio	
	2.3	Ratios relevant to Equity Shares - EPS, P/E, Dividend Coverage, Dividend Yield, Book Value	
<b>3</b>	<b>WORKING CAPITAL &amp; MANAGEMENT</b>		<b>12</b>
	3.1	Working Capital - Concept, Types of Working Capital, Factors Affecting Working Capital	
	3.2	Problems on Estimation of Working Capital Requirement, Maximum Permissible Bank Finance (MPBF) by Tondon Committee - Problems	
	3.3	<b>Receivable Management</b>	
		Meaning & Importance, Credit Policy Variables, Methods of credit evaluations, Monitoring the debtors techniques, Problems on Receivable Management	
<b>4</b>	<b>CASH FLOW STATEMENT</b>		<b>12</b>
	3.1	Preparation of Cashflow Statement as per Revised AS-3	
	<b>Total No of Lectures</b>		<b>48</b>
<b>Deleted Portion – NA</b>			
<b>Reference Books:</b>			
Srivastava R M, “Essentials of Business Finance” ,8 <sup>th</sup> , India, Himalaya Publications,2016, Anthony R N and Reece JS. “Accounting Principles” , Hoomwood Illinois , Richard D. Irvin Bhattacharya SK and Dearden J., “Accounting for Management”- Text and Cases,3 <sup>rd</sup> Ed, India, S.Chand,1 <sup>st</sup> January 1997, - Hingorani NL and ramanthan AR – “Cost Accounting - Management Accounting” , New Delhi, Sultan Chand, Delhi, 1974 Kishor, Ravi M. , “Cost & management Accounting”, 1 <sup>st</sup> Ed, New Delhi, Taxmann , 2018 Maheshwari SN – “Cost & Management Accounting”, 14 <sup>th</sup> Revised Ed, Delhi, Sultan Chand , 2013 S.R.Varshney,Wisdom , “Financial Of Management Accounting”			
<b>Self-Study Topic – Module 1 – Common Size, Comparative, Trend Analysis.</b>			
<b>Assessment pattern 60:40</b>			
<b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and</b>			



<b>External) separately.</b>
<b>Details of Continuous Internal Assessment (CIA)</b>
<b>Internal exam – MCQ - CIA 1: 20 Marks</b>
<b>Activity Assessment – CIA 2: 20 Marks</b>
Assignment/project/survey/group discussions
Case Study Topics
1. Ratio Analysis of one company to one student.
2. Working capital Management of one company to one student
3. Receivable Management of one company to one student

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>		<b>Semester: III</b>	
<b>Course: Strategic Management</b>		<b>Course Code: BH.UBMS.309</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60

**Course Objectives:**

- To learn the management policies and strategies at every level to develop conceptual skills in this area as well as their application in the corporate world.
- To critically examine the management of the entire enterprise from the Top Management viewpoints.
- To deal with Corporate level Policy & Strategy formulation areas.
- To developing conceptual skills in this area as well as their application in the corporate world.

**Course Outcomes:**

- Learners will understand the relationship between strategic analysis and strategic implementation
- Learners will comprehend the distinction between firms and markets
- Learners will apply strategy principles to understand the benefits and costs of diversification



- Learners will understand the international dimensions of strategic management
- Learners will study the major contemporary trends in strategic management

**Preamble:** This subject furnishes students with a solid foundation in the field of strategic management. This subject allows student to develop a deeper knowledge and skills needed to understand the importance of strategic intent and various ways to formulate and implement strategy at different levels of the organization along with how to make best use of evaluation and control techniques.

**Detailed Syllabus: (per session plan)**

Unit	Description	Periods
1	<p><b>Introduction:</b></p> <p>1.1 Business Policy-Meaning, Nature, Importance, Strategy-Meaning, Definition, Strategic Management-Meaning, Definition, Importance, Strategic management evaluation</p> <p>1.2 Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's), Strategic Intent-Mission, Vision, Goals, Objective, Plans, Strategic Choice- Factors and Importance</p> <p>1.3 Blue Ocean Strategy and Value Innovation, Red Ocean Strategy , Purple Ocean Strategy</p>	12
2	<p><b>Strategy Formulation:</b></p> <p>2.1 Environment Analysis and Scanning(SWOT )</p> <p>2.2 Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</p> <p>2.3 Business Level Strategy (Cost Leadership, Differentiation, Focus), Functional Level Strategy (R&amp;D, HR, Finance, Marketing, Production)</p>	12
3	<p><b>Strategy Implementation:</b></p> <p>3.1 Models of Strategy making, Strategic Analysis &amp; Implementation: BCG Matrix, GE 9 Cell, Porter 5 Forces, 7S Frame Work</p> <p>3.2 Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.</p>	12



	3.3 Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan	
<b>4</b>	<p><b>Strategy Evaluation:</b></p> <p>4.1 Strategic Evaluation &amp; Control– Meaning, Steps of Evaluation &amp; Techniques of Control</p> <p>4.2 Synergy: Concept, Types, evaluation of Synergy, Synergy as a Component of Strategy &amp; its Relevance, Change Management– Elementary Concept</p> <p>4.3 Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change Management Strategic management in a new globalized economy</p>	<b>12</b>
	<b>Total No of Lectures</b>	<b>48</b>

**Reference Books:**

1. Kazmi, Azhar. “Business Policy & Strategic Management.” Tata McGraw Hill. New Delhi: Tata-McGraw Hill, 2004.
2. Glueck, William. “Business Policy: Strategy Formation and Management Action.” 2<sup>nd</sup> ed. Michigan: McGraw-Hill, 1972.
3. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. “Economics of strategy.” 6<sup>th</sup> ed. United States: John Wiley & Sons, 2012.
4. Christensen, C. Roland; Kenneth R. Andrews; Joseph L. Bower; Richard G. Hamermesh; Michael E. Porter. “Business Policy: Text and Cases.” 5<sup>th</sup> ed. Homewood, IL: Richard D. Irwin, 1982.
5. Grant, R. M. “Contemporary strategy analysis: Text and Cases.” 8th ed. Wiley, 2015.
6. Porter, M. E. “Competitive strategy.” New York: Simon & Schuster, 2004.
7. Porter, M. E. “Competitive advantage of nations.” London: Macmillan Press, 1998.
8. Prahalad, C. K., & Krishnan, M. S. “The New Age of Innovation: Driving co-created value through Global Networks.” New York: McGraw Hill Professional, 2008.

**Self-Study topics:**

- 1.Characteristics of Strategic Management



2. Role of SBUs

3. SWOT Analysis

4. Effects of Synergy

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**

**Details of Continuous Internal Assessment (CIA)**

**Internal exam – MCQ - CIA 1: 20 Marks**

**Activity Assessment – CIA 2: 20 Marks**

Assignment/project/survey/group discussions

**Group Presentation on topics**

1. Strategic intent of an organization
2. Levels of strategy
3. SWOT Analysis
4. BCG Matrix, GE 9 cell
5. Strategic Evaluation Process
6. Change Management





## DETAILED SYLLABUS – SEMESTER IV

<b>Programme: S.Y.BMS (SECOND YEAR BACHELORS OF MANAGEMENT STUDIES)</b>		<b>Semester: IV</b>	
<b>Course: Strategic Cost Management</b>		<b>Course Code: BH.UBMS.401</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b><u>Course Objectives:</u></b>			
<ol style="list-style-type: none"> <li>1. To develop skills of analysis, evaluation and synthesis in cost and management accounting</li> <li>2. To cover the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place</li> </ol>			
<b><u>Course Outcomes:</u></b>			
<ol style="list-style-type: none"> <li>1. Learner will develop skills of evaluation of cost accounting enable to detail.</li> <li>2. Learner will be able to make analysis of costing programs</li> <li>3. Learner will understand the complex news trends in decision making with the help of strategic cost accounting</li> </ol>			
<b><u>Detailed Syllabus: (per session plan)</u></b>			
<b><u>Preamble:</u></b> This subject makes the fundamentals clear about strategies to be accepted or chosen with the help of cost accounting concepts. It gives detail knowledge about various costing programs with the advance extension of the subject Introduction to Cost Accounting , studied in semester 3.			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>
<b>1</b>	<b>Introduction to Strategic Cost Management (Only Theory)</b>  <b>1.1</b> Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices  <b>1.2</b> Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal		12



	<p>Management, Business Process Re-engineering</p> <p><b>1.3</b> Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution, Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing (An Overview)</p>	
2	<p><b>Activity Based Costing</b></p> <p><b>2.1 Activity Based Management and Activity Based Budgeting:</b> Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (<b>Practical Problems on ABC</b>),</p> <p><b>2.2</b> Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business (concept and methods)</p> <p>2.3 Intro to cost concepts (Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard</p>	12
3	<p><b>Strategic Cost Management performance assessment (Only theory)</b></p> <p><b>3.1</b> Cost Audit &amp; Management Audit under companies Act, with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions <b>(Case studies)</b></p> <p><b>3.2</b> Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation</p> <p><b>3.3 Elementary Principles and Techniques of Marginal Costing (Excluding Problems on Managerial Decisions)</b></p> <p><b>A. Elementary Principles of Marginal Costing:</b> Meaning - Features of marginal costing - Advantages of marginal costing -Limitations of marginal costing , key factors</p> <p><b>B. Techniques of Marginal Costing</b></p>	12



	Contribution - Profit / volume ratio - Breakeven point Margin of safety - Cost volume profit analysis (basic problems)	
<b>4</b>	<b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b> 4.1 Introduction and Utility 4.2 <b>Standard Costing</b> (Material, Labour, Overhead, Sales & Profit) 4.3 <b>Responsibility Accounting</b> –Introduction, Types & Evaluation of Profit Centre and Investment Centre	12
	<b>Total No of Lectures</b>	<b>48</b>

**Reference Books:**

1. Ravi N.Kishor –“Cost & Management Accounting”-Taxmann Publication
2. B.K. Bhar, Tata-“ Cost Accounting Theory and Practice”-Tata Mc. Grow Hill and Co. Ltd., Mumbai
3. M.N. Arora-“,Cost Accounting Principles and Practice”- Vikas Publishing House Pvt. Ltd., New Delhi
4. V.K. Saxena and C.D. Vashist -“Advanced Cost and Management Accounting: Problems and Solutions”- S. Chand and Company (P) Ltd., New Delhi
5. S.P. Jain and K.L. Narang –“Cost Accounting”- Kalyani Publishers, Ludhiana
6. M. Hanif –“Modern Cost and Management Accounting” - Tata McGraw Hill Education Pvt. Ltd
7. Roger Hussey, Audra Ong “Strategic Cost Modern” – Harvard Business Publishing

**Self-study topics:** Life Cycle Costing, Responsibility Accounting

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**

**Details of Details of Continuous Internal Assessment (CIA)**

**CIA 1 –20 marks - CLASS TEST (MCQ)**

**CIA-2 –20 marks – Activity Assessment**

Assignment/project/survey/group discussions

Case study topics;

1.Marginal decision making

2.Standard costing and variance



<b>Programme: Second year of BMS</b>		<b>Semester: IV</b>	
<b>Course:</b>	<b>Corporate Restructuring &amp; BUSINESS VALUATION</b>	<b>Course Code: BH.UBMS.402</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA) (Marks - 40)</b>	<b>Semester End Examination (ESE) (Marks: 60)</b>
<b>4</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b><u>Course Objectives:</u></b>			
<ul style="list-style-type: none"> <li>• To enable understanding the complex facets of corporate restructuring process</li> <li>• To impart knowledge relating to legal, and practical implementation of corporate restructuring</li> <li>• To help in Evaluating Valuation of the Business</li> </ul>			
<b><u>Course Outcomes:</u></b>			
<ul style="list-style-type: none"> <li>• The learner will develop understanding of causes, methods, and types of restructuring Process.</li> <li>• The learner will be able to analyse the effect of post restructuring</li> <li>• The learner will calculate cash flow, Net Asset valuation with regards to business valuation.</li> </ul>			
<p><b>Preamble:</b> This subject furnishes students with learning about the key financial decisions modern corporations face, as well as the alternative methods that can be employed to optimize the value of the firm's assets. Corporate Re-structuring, Mergers and Acquisitions has become topics of great importance in the global corporate arena.</p>			
<b>Detailed Syllabus: (per session plan)</b>			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>
<b>I</b>	<b>INTRODUCTION TO CORPORATE RESTRUCTURING</b>		<b>12</b>



	1.1	Historical Background, Meaning, Corporate Restructuring as a Business strategy, Need & Scope of Corporate Restructuring	
	1.2	Planning, Formulation and execution of various Restructuring Strategies, Important aspects to be considered while planning or implementing Corporate Restructuring Strategies	
	1.3	Forms of Restructuring - Merger, Demerger, Revers Merger, Disinvestment, Takeover/Acquisition, Joint Venture, Strategic Alliance, Franchising and Slump sale	
<b>II</b>	<b>INTERNAL RECONSTRUCTION &amp; EXTERNAL RECONSTRUCTION</b>		<b>12</b>
	2.1	Need for Reconstruction and Company Law provisions, Distinction between Internal and external Reconstruction	
	2.2	Merger and Purchase Method with accounting treatment of pooling of interest and purchase method respectively	
	2.3	Computation and meaning of purchase consideration and problems based on purchase method of accounting only	
<b>III</b>	<b>Valuation Model</b>		<b>12</b>
	3.1	Introduction to Valuation, Asset based approach, Income based Approach, Market based approach (Theory & Problems)	
	3.2	Discounted Cashflows Valuation - Meaning, Objectives and Problems on DCF	
	3.3	Relative Valuation, Free Cashflow Valuation	
<b>IV</b>	<b>Impact of Reorganisation on the Company - An introduction</b>		<b>12</b>



	4.1	Change in the internal aspects on Reorganisation - Change of name and Logo, Revised Organisation chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and internal Database Management System, Re-visiting Internal Process and Re-Allocation of people	
	4.2	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.	
	4.3	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	
	<b>Total No of Lectures</b>		<b>48</b>

**Reference Books:**

Ramanujam, "Mergers et al Issues, Implications and case law in corporate restructuring", 4<sup>th</sup> Edition, Nagpur, Lexis Nexis Butterworths Wadhwa, 2019

Ray: "Mergers & Acquisition Strategy, Valuation and integration", PH , eBook ISBN : 9789354436796

Shukla Grewal, "Advance Accounts", India, S. Chand Co. Pvt Ltd., 2017, ISBN : 9789352533145

Gupta R.L. and Radhaswamy M, "Advance Accountancy", Volume I, Delhi, S.Chand & Co. Pvt Ltd, 2018

**Self-Study – Module 4 – Impact of re-organisation**

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**

**Details of Continuous Internal Assessment (CIA)**

**CIA 1 –20 marks - CLASS TEST (MCQ)**

**CIA-2 –20 marks – Activity Assessment**



Assignment/project/survey/group discussions

Case Study Topics

1. Mergers & Acquisition of Companies and its impact on companies Balance sheet and market value.
2. Purchase consideration through exchange of shares of companies.

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>		<b>Semester: IV</b>	
<b>Course: Integrated Marketing Communications</b>		<b>Course Code: BH.UBMS.403</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b><u>Course Objectives:</u></b>			
<ul style="list-style-type: none"> <li>• To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.</li> <li>• To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.</li> </ul>			
<b><u>Course Outcomes:</u></b>			
<ul style="list-style-type: none"> <li>• Learners will examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.</li> <li>• Learners will be able to choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.</li> <li>• Learners will be able to develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.</li> <li>• Learners will measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.</li> </ul>			



**Preamble:** This subject furnishes students with a solid foundation in the field of marketing and communication techniques. This subject allows student to develop a deeper knowledge and skills needed to identify the best promotional mix tools and objectives in order to reach the desired target market of the organization. This subject also stresses on the importance of ethics in marketing communication and other current trends in IMC.

**Detailed Syllabus: (per session plan)**

Unit	Description	Periods
1	<p><b>Introduction to Integrated Marketing Communication:</b></p> <p>1.1 Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC, Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing, IMC Mix, The Wheel of IMC Model</p> <p>1.2 Communication process, Traditional and alternative Response Hierarchy Models</p> <p>1.3 Establishing objectives and Budgeting: Determining Promotional Objectives, Sales VS Communication Objectives, AIDA, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</p>	12
2	<p><b>Elements of IMC - I:</b></p> <p>2.1 Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising, Steps in planning Advertisement, Monitoring success of Advertising, Pre-testing and post testing methods, ROI on Advertising.</p> <p>2.2 Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</p> <p>2.3 Digital Marketing – Meaning, Scope, Role of digital marketing in IMC</p>	12
3	<p><b>Elements of IMC - II:</b></p> <p>3.1 Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet,</p>	12





	<p>telemarketing, alternative media evaluation of effectiveness of direct marketing</p> <p>3.2 Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Measuring and improving PR, Major PR agencies in India and across Globe, Publicity, Difference between PR and Publicity</p> <p>3.3 Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</p>	
<b>4</b>	<p><b>Evaluation &amp; Ethics in Marketing Communication:</b></p> <p>4.1 Evaluating an Integrated Marketing program – Evaluation process of IMC Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes, Online evaluation: Click through Matrix Response cards, Internet responses, redemption rate, Test Markets – competitive responses, scanner data, Purchase simulation tests</p> <p>4.2 Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</p> <p>4.3 Current Trends in IMC – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</p>	<b>12</b>
	<b>Total No of Lectures</b>	<b>48</b>

**Reference Books:**

1. Belch, Michael, Belch, George. "Advertising and Promotion: An integrated marketing communications perspective." 9<sup>th</sup> ed. Tata McGraw Hill, 2011.
2. Clow, Kenneth E; Baack, Donald E. "Integrated Advertising Promotion and Marketing Communication." Canada: Pearson Education, 2012.
3. Duncan, Tom. "Principles of Advertising and IMC." 2<sup>nd</sup> ed. New York: Tata McGraw Hill Pub, 2006.



<p>4. Shah, Kruti; D’Souza, Allan. “Advertising and IMC.” Tata McGraw Hill, 2014.</p> <p>5. Shimp, Terence. “Advertising and promotion: An IMC Approach.” Cengage Learning, 2006.</p> <p>6. Dutta, Kirti. “Integrated Marketing Communication.” Oxford University Press, 2016.</p> <p>7. Gopalakrishnan, P S. “Integrated Marketing Communication: Concepts and Cases.” Hyderabad: ICFAI University Press, 2008.</p>
<p><b>Self-study topics:</b></p> <ol style="list-style-type: none"> <li>1. Role of IMC in Marketing</li> <li>2. Sales promotion campaign</li> <li>3. Cause sponsorship</li> <li>4. PR activities over Internet.</li> </ol>
<p><b>Assessment pattern 60:40</b></p> <p><b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b></p>
<p><b>Details of Details of Continuous Internal Assessment (CIA)</b></p> <p><b>CIA 1 –20 marks - CLASS TEST (MCQ)</b></p> <p><b>CIA-2 –20 marks – Activity Assessment</b></p> <p>Assignment/project/survey/group discussions</p> <p><b>Case study topics</b></p> <ol style="list-style-type: none"> <li>1. Promotional tools of IMC</li> <li>2. Alternative response hierarchy models</li> <li>3. Types of Advertisements</li> <li>4. Sales promotion tools</li> <li>5. Public Relations and activities associated with PR</li> </ol> <p>Current trends in IMC</p>

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>		<b>Semester: IV</b>	
<b>Course: Rural Marketing</b>		<b>Course Code: BH.UBMS.404</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>



<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To help the students understand the Agriculture and Rural Marketing environment.</li> <li>• To help them understand consumers and marketing characteristics of the products and services in rural market.</li> <li>• To help them understand the emerging challenges in the upcoming global economic scenario.</li> </ul>			
<b>Course Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Learners will be able to highlight the characteristics of rural markets, changing pattern of rural demand in India and its implications on the various marketing strategies of business organizations.</li> <li>• Learners will be able to focus on the agricultural sector and the various initiatives taken by the government in improving the lives of farmers in the country.</li> </ul>			
<p><b>Preamble:</b> This subject furnishes students with a solid foundation in the field of rural marketing. This subject allows student to develop a deeper knowledge and skills needed to understand the importance of rural marketing environment and consumer behavior of rural areas. This subject also stresses on the importance of marketing mix strategies used by organizations in order to capture the untapped rural market.</p>			
<b>Detailed Syllabus: (per session plan)</b>			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>
<b>1</b>	<p><b>Introduction:</b></p> <p>1.1 Introduction to Rural Market, Definition &amp; Scope of Rural Marketing.</p> <p>1.2 Rural Market in India-Size &amp; Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview), Characteristics of Rural Markets in India, Problems and Constraints in Rural Marketing and Strategies to overcome constraints</p> <p>1.3 Rural services marketing – Concept, Strategies, Importance, Marketing Mix for Rural services marketing.</p>		<b>12</b>



<p>2</p>	<p><b>Understanding the Rural Market:</b></p> <p><b>2.1</b> Rural Consumer VS Urban Consumers – a comparison, characteristics of Rural Consumers, Marketing of consumer durables, rural sales force management</p> <p><b>2.2</b> Rural Market Environment: Demographics– Population, Occupation Pattern, Literacy Level; Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, Rural Infrastructure -Rural Housing, Electrification, Roads</p> <p><b>2.3</b> Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</p>	<p>12</p>
<p>3</p>	<p><b>Rural Marketing Mix:</b></p> <p>3.1 Relevance of Marketing mix for Rural market/Consumers, 4 As of Rural Marketing (Awareness, Acceptability, Adaptability and Affordability)</p> <p>3.2 Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agricultural Goods &amp; Services; Importance of Branding, Packaging and Labelling.</p> <p>3.3 Pricing Strategies &amp; objectives, Promotional Strategies, Segmentation, Targeting &amp; Positioning for rural market, Problems faced in Rural Marketing.</p>	<p>12</p>
<p>4</p>	<p><b>Rural Marketing Strategies:</b></p> <p><b>4.1</b> Distribution Strategies for Rural consumers: Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)</p> <p><b>4.2</b> Communication Strategy: Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating</p>	<p>12</p>



	Advertisements for Rural Audiences. Rural Media- Mass media, Non- Conventional Media, Personalized media. <b>4.3 Case Studies</b>	
	<b>Total No of Lectures</b>	<b>48</b>
<b>Deleted Syllabus - NA</b>		
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Badi, N; Badi, R. "Rural Marketing." Delhi: Himalaya Publishing House, 2010.</li> <li>2. Mamoria, C.B.; Tripathi, Badri. "Agriculture problems of India." Kitab Mahal, 2013.</li> <li>3. Arora, R.C. "Integrated Rural Development." S. Chand, 1986.</li> <li>4. Rajgopal. "Organising Rural Business: Policy, Planning and Management." Sage Publications, 1995.</li> <li>5. Gopaldaswamy, T.P. "Rural Marketing: Environment." Vikas Publishing House, 2009.</li> </ol>		
<b>Self-study topics:</b> <ol style="list-style-type: none"> <li>1. Techniques to Resolve Rural Marketing constraints</li> <li>2. Similarities between Rural and Urban consumer</li> <li>3. Positioning strategies used in Rural market</li> <li>4. Identify the most used media in Rural Marketing</li> </ol>		
<b>Assessment pattern 60:40</b>		
<b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b>		
<b>Details of Details of Continuous Internal Assessment (CIA)</b> <b>CIA 1 –20 marks - CLASS TEST (MCQ)</b> <b>CIA-2 –20 marks – Activity Assessment</b> Assignment/project/survey/group discussions <b>Case study topics</b> <ol style="list-style-type: none"> <li>1. Constraints in Rural Marketing and strategies to overcome them</li> <li>2. Comparison of Rural and Urban Consumer</li> <li>3. Demographic and Economic factors of Rural Market</li> <li>4. Factor affecting rural consumer behavior</li> <li>5. Rural Marketing Mix</li> </ol>		



<b>Programme: S.Y.BMS (SECOND YEAR BACHELORS OF MANAGEMENT STUDIES )</b>		<b>Semester: IV</b>	
<b>Course: INFORMATION TECHNOLOGY IN BUSINESS MANAGEMENT II</b>		<b>Course Code: BH.UBMS.405</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b><u>Course Objectives:</u></b>			
<p>1.To understand managerial decision-making and to develop perceptive of major functional area of MIS</p> <p>2. To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.</p> <p>3. To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data Warehouse</p> <p>4. To learn outsourcing concepts. BPO/KPO industries, their structures, Cloud computing</p>			
<b><u>Course Outcomes:</u></b>			
<p>1. Learners will apprehend managerial decision making and develop perspective of major functional areas of MIS along with conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation.</p> <p>2. Learners will understand need and fundamental concepts of business analytics helpful for decision making.</p> <p>3. Learners will be able to differentiate between multiple database systems used for business analytics and decision support.</p>			
<b>Preamble:</b> This subject furnishes students with a solid foundation of data systems for business analytics. This course will provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer			



Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM, DBMS and trends in enterprise applications		
<b>Detailed Syllabus: (per session plan)</b>		
<b>Unit</b>	<b>Description</b>	<b>Periods</b>
	<b>1. Management Information System</b>	<b>12</b>
	<p><b>1.1 OVERVIEW OF MIS</b> Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems) Structure of MIS ,Reasons for failure of MIS.</p> <p><b>1.2 UNDERSTANDING MAJOR FUNCTIONAL SYSTEMS</b> Marketing &amp; Sales Systems Finance &amp; Accounting Systems Manufacturing &amp; Production Systems Human Resource Systems Inventory Systems, Sub systems, description and organizational levels</p> <p><b>1.3 DECISION SUPPORT SYSTEM</b> Definition Relationship with MIS Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS.</p>	
	<b>2. ERP/E-SCM/E-CRM</b>	<b>12</b>
	<p><b>2.1 INRODUCTION TO ERP</b>, Concepts of ERP , Architecture of ERP Generic modules of ERP, Applications of ERP, ERP Implementation concepts ERP lifecycle, Concept of XRP (extended ERP) ,Features of commercial ERP software</p> <p>Study of SAP: Oracle Apps, MS Dynamics NAV, Peoplesoft</p> <p><b>2.2 ECRM</b>: Concept of e-CRM ,E-CRM Solutions and its advantages, how technology helps?, CRM Capabilities and customer Life cycle Privacy Issues and CRM, Data Mining and CRM</p> <p>CRM and workflow Automation</p> <p><b>2.3 E-SCM</b> :Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture ,Major Trends in e-SCM, Case studies ERP/SCM/CRM</p>	
	<b>3. Introduction to Data base and Data warehouse</b>	<b>12</b>



<p><b>3.1 INTRODUCTION TO DBMS</b> Introduction of DBMS, need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.</p> <p><b>3.2 DATA WAREHOUSING AND DATA MINING</b> Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data ware house, Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries, Data Mining -scope and the techniques used Business Applications of Data warehousing and Data mining</p> <p><b>3.3 Data analysis</b> Need of data collection like help in making decision support, selection, sorting, applying filters. Types of Data analysis tools, differentiate between tools based on applications and methods used for analysis. Application tools for data analysis and areas of its uses example political, government, scientific, educational etc.</p>	
<p><b>4. Outsourcing</b></p>	<p><b>12</b></p>
<p><b>4.1 INTRODUCTION TO OUTSOURCING</b> Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing: IT and Business Processes</p> <p><b>4.2 BUSINESS PROCESS OUTSOURCING (BPO)</b> Introduction , BPO Vendors, How does BPO Work? BPO Service scope Benefits of BPO ,BPO and IT Services, Project Management approach in BPO BPO and IT-enabled services</p> <p><b>4.3 BPO BUSINESS MODEL</b> Strategy for Business Process Outsourcing, Process of BPO ITO Vs BPO ,BPO to KPO, Meaning of KPO , KPO vs BPO KPO: Opportunity and Scope KPO challenges KPO Indian Scenario, Outsourcing in Cloud Environment Cloud computing offerings, Traditional Outsourcing Vs. Cloud Computing</p>	
<p><b>Total No of Lectures</b></p>	<p><b>48</b></p>





**Reference Books:**

1. Galliers D Robert “The Oxford Handbook of Management Information Systems: Critical Perspectives and New Directions” (Oxford Handbooks) Oxford University Press, ISBN-10 : 0199580588; ISBN-13 : 978-0199580583
2. Haug Setphen; Cumming Maeve ; Phillip Amy: “Management Info Systems” Tata McGraw hill Private limited, New Delhi ,2008
3. Singh S K “Data Base System : Concept , Design & Application” Pearson Education , New Delhi ,Second edition ,2011
4. Garg Vinod Kumar & Venkatakrishnan.N. K “Enterprise Resource Planning- Concepts & Practices ” PHI Private Learning Ltd , New Delhi ,Second Edition ,2011
5. Sinha Amit & Kotzab Herbert “ Supply Chain Management- A Managerial Approach “Tata McGraw hill Private limited, New Delhi , 2012
6. Duening. N Thomas & Click “Essentials of business Process Outsourcing “John Wiley & Sons Inc , Canada , 2005

**Self-study topics:**

Module 4 – BPO-KPO Model

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.**

**Details of Details of Continuous Internal Assessment (CIA)**

**CIA 1 –20 marks - CLASS TEST (MCQ)**

**CIA-2 –20 marks – Activity Assessment**

Assignment/project/survey/group discussions

Presentation

1. Presentation on companies using MIS, E-SCM, E-CRM and its impact on businesses



<b>Programme: S. Y BMS. (BACHELORS OF MANAGEMENT STUDIES)</b>		<b>Semester: 4</b>	
<b>Course: Foundation course-IV (ETHICS&amp;GOVERNANCE)</b>		<b>Course Code: BH.UBMS406</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b> <b>03</b>	<b>Credits</b> <b>02</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
		<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		40	60
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To recognize the significance of ethics and ethical practices in businesses which are crucial for the progress of a developing nation.</li> <li>To absorb the application of ethics in functional areas like marketing, finance and human resource management.</li> <li>To discuss ethical business practices, and Corporate Governance practiced by various organizations.</li> <li>To explain the concepts, principles, strategies and need for CSR.</li> </ul>			
<b>Course Outcomes:</b>			
<ul style="list-style-type: none"> <li>Students will perceive about the significance of ethics and ethical practices in businesses which are indispensable for progress of a country</li> <li>Learners will acquaint the applicability of ethics in functional areas like marketing, finance and human resource management.</li> <li>Learners will conceive the emerging need and growing importance of good governance.</li> <li>Learners will identify ethical business practices, CSR and Corporate Governance practiced by various organizations.</li> </ul>			
<b>Detailed Syllabus: (per session plan)</b>			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>
<b>1</b>	<b>Introduction to Ethics and Business Ethics</b> Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition		<b>12</b>



	<ul style="list-style-type: none"> <li>• Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India</li> </ul>	
2	<p><b>Ethics in Marketing, Finance and HRM</b></p> <p><b>Ethics in Marketing:</b> Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements.</p> <p><b>Ethics In Finance:</b> Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organized Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992.</p> <p><b>Ethics in Human Resource Management:</b> Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</p>	11
3	<p><b>Corporate Governance</b></p> <ul style="list-style-type: none"> <li>• Concept, History of Corporate Governance in India, Need for Corporate Governance</li> <li>• Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</li> <li>• Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</li> <li>• Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</li> </ul>	11
4	<p><b>Corporate Social Responsibility (CSR)</b></p> <p>Meaning of CSR, Evolution of CSR, Types of Social Responsibility</p> <ul style="list-style-type: none"> <li>• Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract</li> <li>• Need for CSR</li> </ul>	11



	<ul style="list-style-type: none"> <li>• CSR Principles and Strategies</li> <li>• Issues in CSR</li> <li>• Social Accounting</li> <li>• Tata Group’s CSR Rating Framework</li> <li>• Sachar Committee Report on CSR</li> <li>• Ethical Issues in International Business Practices</li> <li>• Recent Guidelines in CSR • Society’s Changing Expectations of Business with Respect to Globalization</li> <li>• Future of CSR</li> </ul>	
	<b>Total No of Lectures</b>	<b>45</b>
<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• S.S. Iyer – “Managing for Value” (New Age International Publishers, 2002)</li> <li>• Laura P Hartman Abha Chatterjee – “Business Ethics” (Tata McGraw Hill, 2007)</li> <li>• S.K. Bhatia “Business Ethics and Managerial Values “(Deep &amp; Deep Publications Pvt.Ltd, 2000)</li> <li>• Velasquez: Business Ethics – Concepts and Cases” (Prentice Hall, 6th Ed.)</li> <li>• Reed Darryl “Corporate Governance, Economic Reforms &amp; Development” (Oxford).</li> <li>• Mathur UC – Corporate Governance &amp; Business Ethics (Mc Millan).</li> <li>• Human Values By: Prof. A.N. Tripathi New Age International</li> <li>• Wisdom Leadership By: Prof. S.K. Chakraborty Wheeler Publication.</li> <li>• Corporate Governance2/e, MacMillan, OUP</li> <li>• The Management and ethics Omnibus- Chakraborty, OUP</li> <li>• Values and Ethics for Organizations, Chakraborty, OUP/OIP</li> </ul>		
<p><b>Self-study topics-</b></p> <p>1) CSR Principles and Strategies.</p> <p>2) Tata Group’s CSR Rating Framework</p>		
<p><b>Assessment pattern 60:40</b>  <b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b></p>		
<p><b>Details of Details of Continuous Internal Assessment (CIA)</b></p> <p><b>CIA 1 –20 marks - CLASS TEST (MCQ)</b></p> <p><b>CIA-2 –20 marks – Activity Assessment</b></p>		



Assignment/project/survey/group discussions

<b>Programme: S.Y.B.COM.(BACHELORS OF MANAGEMENT STUDIES )</b>		<b>Semester: IV</b>	
<b>Course: Business Economics -II</b>		<b>Course Code: BH.UBMS.407</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)  04</b>	<b>Credits  03</b>	<b>Internal Continuous Assessment (CIA)  (Marks - 40)  40</b>	<b>Semester End Examination (ESE)  (Marks: 60)  60</b>
<b><u>Course Objectives:</u></b>			
<ul style="list-style-type: none"> <li>- To understand the economic terms and use in current affairs.</li> <li>- To provide foundation in understanding government regulation and policies.</li> <li>- To provide sound understanding of Monetary and Fiscal policy.</li> <li>- To comprehend the difference in economic theory and regular world economic decision.</li> </ul>			
<b><u>Course Outcomes:</u></b>			
<ul style="list-style-type: none"> <li>- Learner will be able to build a career in field of business economics.</li> <li>- Learner will get insight into difficulties faced by policy makers.</li> <li>- Learner gets an insight into macroeconomic terms and problems faced by Indian Economy.</li> <li>- Learner will understand terms in International trade and foreign Investment.</li> </ul>			
<p><b>Preamble:</b> An economics course will teach you the fundamentals you need to decipher. At its core, economics is the study of how individuals, groups, Nations manage and use resources. The two major veins of economics are microeconomics and macroeconomics. Micro economics looks at the behaviour and interactions of individual agents, such as households, companies, buyers and sellers. Macroeconomics analyzes entire economies on national or global scale, looking at issues such as unemployment, inflation, economic growth and monetary and fiscal policy.</p>			
<b>Detailed Syllabus: (per session plan)</b>			
<b>Unit</b>	<b>Description</b>		<b>Periods</b>



<p><b>1</b></p>	<p><b>Introduction to macro economics data and theory :</b></p> <p>1.1 Macro Economics : Macro economics meaning scope and importance , Circular flow of aggregate income and expenditure : Closed and Open Economy Models</p> <p>1.2 The measurement of national product : Meaning and importance - Conventional and Green GNP and NNP concept - Relationship Between National Income and Economic welfare</p> <p>1.3 Traditional Economics and Classical Economics - Key Features , Distinguish between Traditional and Classical economics , Rise of Traditional and Classical economics , Decline of Traditional and Classical economics</p>	<p><b>12</b></p>
<p><b>2</b></p>	<p><b>Money , Inflation and Monetary policy :</b></p> <p>2.1 The Keynesian principle of effective demand , Short Run economic fluctuations , Money supply : - Determinants of Money Supply - Factors influencing Velocity of Circulation of Money.</p> <p>2.2 Demand for money:- Classical and Keynesian approaches - Keynes' liquidity preference theory of interest , Money and prices : - Quantity theory of money Fisher's equation of exchange- Cambridge cash balance approach</p> <p>2.3 Inflation:-Demand Pull Inflation- Cost Push Inflation -Nature of inflation in a developing economy - Re distributive and anti Inflationary nature of taxation-Inflation Rate Calculation</p>	<p><b>12</b></p>
<p><b>3</b></p>	<p><b>Constituent of fiscal policy :</b></p> <p>3.1 Role of Government: - Principles of Sound - Functional Finance , Fiscal policy: Meaning, Objectives : - Contra cyclical Fiscal Policy - Discretionary Fiscal Policy- Source of public revenue</p> <p>3.2 Instruments of fiscal policy : - Canons of taxation Factors influencing incidence of taxation-Effects of taxation-Significance of Public Expenditure , Social security Contributions-Low Income Support and Social Insurance Programme Public Debt-Types, Public Debt and Fiscal Solvency, Burden of Debt Finance-Dalton and Musgrave Principle and limitation-Concept of public good market and efficiency</p>	<p><b>12</b></p>



	3.3 Union budget :- Structure Responsibility- Budget Management Act.- Key to budget document (lists) - Key Features of Budget , Budget at a Glance , Memorandum Explaining the Provisions in the Finance Bill , Output Outcome Monitoring Framework	
<b>4</b>	<p><b>Open Economy : Theory and issues of International Trade :</b></p> <p>4.1 The basis of International Trade:- Adam Smith Absolute Advantage Theory(meaning , example and benefits to nation ) -Ricardo's Theory of Comparative Cost Advantage-Heckscher-Ohlin Theory of Factor Endowments- Terms of Trade- Meaning and Types - Factors determining Terms of Trade - Gains from trade - Free - Trade versus Protection.- Types of trade protection</p> <p>4.2 Foreign Portfolio Investment - Benefits of Portfolio capital flows - Foreign Direct Investment - Merits of Foreign Direct Investment Role of Multinational corporations, Balance of payments:-Types of Disequilibrium - Measures to correct disequilibrium in BOP.</p> <p>4.3 Foreign Exchange and Foreign Exchange market:- Spot and Forward rate of Exchange Hedging - Speculation and Arbitrage - Fixed and Flexible exchange rates -Managed flexibility.- Demerits of managed floating</p>	<b>12</b>
	<b>Total No. of Lectures</b>	<b>48</b>

**Reference Books:**

**Ahuja, “ Macro Economics Theory and policy”. 20<sup>th</sup> Edition New Delhi , S. Chand 1978**

**Froyen Richard, “ Macro economic theories and policies ”. UK , Pearson Education India 2013**

**Keynes John Maynard, “General Theory of Employment Interest and Theory”. Rowman and Little Publisher ,1991**

**Dornbusch. “Macroeconomics ” 27<sup>th</sup> Edition Noida, McGraw Hill Education 2018**

**David Romer, “Advanced Macro Economics Theory”. 4<sup>th</sup> Edition Tata McGraw Hill Education 2019**

**Gupta G S, “Macro Economic Theory and Application” 20<sup>th</sup> Edition . Noida ,Tata McGraw Hill Education 2004**

**Mankiw N. Gregory. “Macro Economics”. Massachusetts , MIT Press 1991**



<b>Self-Study Topics - Green GNP</b>
<b>Assessment pattern 60:40</b>
<b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately</b>
<b>Details of Details of Continuous Internal Assessment (CIA)</b>
<b>CIA 1 –20 marks - CLASS TEST (MCQ)</b>
<b>CIA-2 –20 marks – Activity Assessment</b>
Assignment/project/survey/group discussions
Activity – Examining Business Model / Promote small Business on socialmedia /Prepare a trend Analysis of Growth and Productivity of any one industry such as: Textile / Automobiles / Electronic and Telecommunication, etc. in India for the past ten years./Make a comparative study of the allocation of financial resources of the Central Government Budget on Agriculture, Defence, Industry and Education in the last ten years. Prepare a report on your observations.

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>				<b>Semester : FOUR</b>	
<b>Course: Business Research Methods</b>				<b>Course Code: BH.UBMS.408</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme(Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Practical (Periods per week per batch)</b>	<b>Tutorial (Periods per week per batch)</b>	<b>Credits (Theory + Practical)</b>	<b>Continuous Internal Assessment (CIA) (Marks – 40)</b>	<b>End Semester Examination (ESE) (Marks: 60)</b>
04	NA		03	40	60
<b>Course Objectives:</b>					
1. To inculcate the analytical abilities and research skills among the students.					





2. To give hands on experience and learning in Business Research skills

**Course Outcomes:**

1. Learner will able to gain hands on experience and learn business research skills.
2. Learner will be able to acquire analytical abilities and research skills.

**Preamble:** This subject furnishes students with a solid foundation in the field of Business research methods. This subject includes many ways of gathering information about an industry, its competition or the opportunity available that are relevant to conducting research. Some methods include scouring the internet, collecting data at the library, interviewing customers, running survey and focus group.

**Detailed Syllabus: ( per session plan )**

Unit	Description	Periods
1	<p><b>Introduction to business research methods</b></p> <p>1.1 Meaning and objectives of research, Nature and Characteristics of Research Types of research– a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific &amp; Social e) Historical f) Exploratory g) Descriptive h) Causal Concepts in Research: Variables, Qualitative and Quantitative Research Stages in research process.</p> <p>1.2 Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal. Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.</p> <p>1.3 Sampling– a) meaning of sample and sampling, b) methods of sampling-i) Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage. Values Underlying Research Integrity – Ethics, Rigour, Relevance, Transparency, Respect, Impartiality, Independence, Accountability.</p>	12
2	<p><b>Data collection and Processing</b></p> <p>2.1 Types of Data-Primary and Secondary data sources</p> <p>2.2 Methods / Sources of collection of primary data a) 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) Mail, E-mail, Internet survey, Social media, and Media listening. Use of Google forms &amp;</p>	12



	<p>Excel/spread sheet e) Survey instrument– i) Questionnaire designing. f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions. f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</p> <p>2.3 Secondary Data – Newspapers, Magazines, Trade journals, Publications etc and its methods, Sources in business research</p>	
<b>3</b>	<p><b>Data analysis and Interpretation</b></p> <p>3.1 Processing of data– i) Editing- field and office editing, ii) coding– meaning and essentials, iii) tabulation – note</p> <p>3.2 Analysis of Data-Meaning, Purpose, types.</p> <ul style="list-style-type: none"> <li>• Interpretation of Data-Essentials, importance and Significance of processing data</li> <li>• Multivariate analysis– concept only</li> </ul> <p>3.3 Testing of hypothesis– concept and problems– i) chi square test, ii) Zandt-test (for large and small sample), iii) T- test</p> <p>Use Excel files in Testing Hypothesis, Data Analysis and Data Interpretation.</p>	12
<b>4</b>	<p><b>Advanced techniques in Report Writing</b></p> <p>4.1 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.</p> <p>4.2 Ethics and research</p> <p>Objectivity, Confidentiality and anonymity in Research</p> <p>4.3 Plagiarism – Meaning and Testing</p>	12
	<b>Total</b>	<b>48</b>

**Reference Books:**

1. R. Panneerselvam – “Research Methodology” – Second Edition – New Delhi - Prentice Hall of India - 2014
2. C. R. Kothari– “Research Methodology” – Second Revised Edition - New Age International Ltd – New Delhi - 1990
3. J. K .Das – “Statistics For Business Decisions” – Forth Edition - Academic Publishers
4. U. Sekharan – “Research Methods for Business”- Forth Edition - John Wiley and Sons – New York - 2016



5. S N Murthy and U Bhojanna - “Business Research Methods” – Second Edition - Excel Books – New Delhi 2008

6. G. C. Beri – “Marketing Research” – Tata McGraw Hill – Canada 2007

**Self-Study Topics –**

1. Significance of Hypothesis
2. Essentials of a good research design
3. Distinguished between Probability methods and Non-Probability methods
4. Advantages and Disadvantages of Primary sources of data and Secondary sources of data
5. Distinguished between Primary data and Secondary data
6. Graphic Presentation of Data
7. Types of Induction

**Assessment pattern 60:40**

**Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately**

**Details of Details of Continuous Internal Assessment (CIA)**

**CIA 1 –20 marks - CLASS TEST (MCQ)**

**CIA-2 –20 marks – Activity Assessment**

Assignment/project/survey/group discussions

1. Business research paper
2. Business research report writing (Mini black book)

<b>Programme: Second year in Bachelor of Management Studies (S.Y. BMS)</b>		<b>Semester: IV</b>	
<b>Course: Production &amp; Total Quality Management</b>		<b>Course Code: BH.UBMS.409</b>	
<b>Teaching Scheme</b>		<b>Evaluation Scheme (Theory)</b>	
<b>Lecture (Periods per week)</b>	<b>Credits</b>	<b>Internal Continuous Assessment (CIA)</b>	<b>Semester End Examination (ESE)</b>
<b>04</b>	<b>03</b>	<b>(Marks - 40)</b>	<b>(Marks: 60)</b>
		<b>40</b>	<b>60</b>



**Course Objectives:**

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

**Course Outcomes:**

- Learners will become aware of the importance of Production and Quality Management in the sustainable working of an organization.
- Learners will be able to enhance knowledge of Inventory Management and Purchase techniques.
- Learners will be equipped with knowledge of Six Sigma, Lean Thinking and TQM.
- Learners will get an overview of how company productivity can be improved.

**Preamble:** This subject furnishes students with a solid foundation in the field of production and quality management. This subject allows student to develop a deeper knowledge and skills needed to understand the importance of managing manufacturing and material handling activities in the production firms. This subject also stresses on the importance of certifications, productivity and Total Quality Management along with strategies adopted to improve quality.

**Detailed Syllabus: (per session plan)**

Unit	Description	Periods
1	<p><b>Production Management:</b></p> <p>1.1 Introduction to Production Management, Objectives, Components– Manufacturing systems, Product Development, Classification and Product Design.</p> <p>1.2 Plant location &amp; Plant layout– Objectives, Principles of good product layout, type of layout.</p> <p>1.3 Purchase management – Concept, Importance, Demand Forecasting – Concept and Importance, Methods of Demand Forecasting, Numerical on demand forecasting.</p>	12



<p><b>2</b></p>	<p><b>Materials Management:</b></p> <p>2.1 Materials Management:                  Concept, Objectives and importance of materials management                  Various types of Material Handling Systems.</p> <p>2.2 Inventory Management:                  Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML.                  EOQ: Assumptions, limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock, Buffer Stock.</p> <p>2.3 Concept of Stores Management and its functions</p>	<p><b>12</b></p>
<p><b>3</b></p>	<p><b>Basics of Productivity &amp; TQM:</b></p> <p>3.1 Basics Of Productivity &amp;TQM:                  Concepts of Productivity, modes of calculating productivity. Importance of Quality Management, factors affecting quality, Simple numerical on productivity</p> <p>3.2 TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran, Kaizen, P. Crosby’s philosophy.</p> <p>3.3 Product &amp; Service Quality Dimensions, SERVQUAL                  Characteristics of Quality, Quality Assurance, Quality Circle: Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations.</p>	<p><b>12</b></p>
<p><b>4</b></p>	<p><b>Quality Improvement Strategies and Certifications:</b></p> <p>4.1 Quality Improvement Strategies &amp; Certifications:                  Lean Thinking, Kepner - Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV, Poka Yoke - National Productivity Council - JIDOKA – KANBAN, TAGUCHI’S QUALITY ENGINEERING</p> <p>4.2 ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming’s Application Prize, TPIA Awards.</p> <p>4.3 Using Production and Quality Management as competitive strategies</p>	<p><b>12</b></p>



<b>Total No of Lectures</b>	<b>48</b>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Paneerselvam, R. "Production and Operations Management." 3<sup>rd</sup> ed. New Delhi: PHI Learning Private Limited, 2012.</li> <li>2. Aswathappa, K; Bhatt, Shridhara. "Production and Operations Management." Mumbai: Himalaya Publishing House, 2011.</li> <li>3. Sawhney, S.C. "Productivity Management: Concepts and Techniques." New Delhi: Tata McGraw Hill, 1991.</li> <li>4. Gondhalekar, Srinivas; Salunkhe, Uday. "Productivity Techniques." Delhi: Himalaya Publishing House, 2008.</li> <li>5. Leone, Gerard; Rahn, Richard. "Productivity Techniques: An Insight into Flow Manufacturing." Jaico Publishing House, 2005.</li> <li>6. Oakland, John. "TQM: Text with Cases." 3<sup>rd</sup> ed. Routledge, 2012.</li> <li>7. Jhamb, L.C. "Production (Operations) Management." 7<sup>th</sup> ed. Everest Publishing House, 2002.</li> <li>8. Sumanth, David. "Total Productivity Management (TPMgt): A Systematic and Quantitative Approach to Compete in Quality, Price and Time." CRC Press, 1997.</li> </ol>	
<p><b>Self-study topics:</b></p> <ol style="list-style-type: none"> <li><b>1.Product development techniques</b></li> <li><b>2. Material handling tools</b></li> <li><b>3. PDCA Cycle</b></li> <li><b>4. Importance of Quality Improvement</b></li> </ol>	
<p><b>Assessment pattern 60:40</b></p> <p><b>Passing Criteria. Learner must pass with 40% marks in each component (Internal and External) separately.</b></p>	
<p><b>Details of Details of Continuous Internal Assessment (CIA)</b></p> <p><b>CIA 1 –20 marks - CLASS TEST (MCQ)</b></p> <p><b>CIA-2 –20 marks – Activity Assessment</b></p> <p>Assignment/project/survey/group discussions</p> <p><b>Case study topics</b></p> <p>Types of Plant layouts, Inventory control techniques, Philosophies/Approaches to quality, Ishikawa Fish Bone, DMAIC, Features of Six Sigma.</p>	



## QUESTION PAPER PATTERN

### FOR THEORY SUBJECTS

Sr. No	Questions On	Question	Option	Marks	Total Marks
1	Unit – I	A, B and C	Any two out of three	7.5 marks each	15
2	Unit – II	A, B and C	Any two out of three	7.5 marks each	15
3	Unit – III	A, B and C	Any two out of three	7.5 marks each	15
4	Unit - IV	A, B and C	Any two out of three	7.5 marks each	15

**Note:**

- Questions may be divided into two sub questions of 7/8 or 10/5 or the whole 15 Marks
- If the topic demands, instead of theory questions, appropriate practical question may be asked

### FOR PRACTICAL SUBJECTS

Sr. No	Questions On	Question	Option	Marks	Total Marks
1	Unit – I	A or B	Any one out of two	15 marks each	15
2	Unit – II	A or B	Any one out of two	15 marks each	15
3	Unit – III	A or B	Any one out of two	15 marks each	15
4	Unit - IV	A and B or C	First two or third	7.5 marks and 7.5 marks or 15 marks	15

**Note:**

- Practical Questions of 15 Marks may be divided into two sub questions of 7/8 or 10/5 Marks
- If the topic demands, instead of practical questions, appropriate theory question may be asked



Rubrics of evaluation for ESE

Unit	Knowledge	Understanding	Analysis & critical thinking	TOTAL
I	4	8	3	15
II	4	8	3	15
III	4	8	3	15
IV	4	8	3	15
TOTAL	16	32	12	60

Rubrics of evaluation for CIA-2 assignment: Presentation/debate

Class: \_\_\_\_\_ Roll No \_\_\_\_\_ Topic \_\_\_\_\_

Parameters	Max Marks	80 – 100% Excellent	60 -80% Good	40 – 60% Satisfactory	20 – 40% Poor
<b><u>CONTENT</u></b>	<b>10</b>				
Content: Introduction –	02				
Content: Development	03				
Content:– Conclusion -	03				
Content: - Bibliography	02				
<b><u>Effective communication skill</u></b>	<b>10</b>				
Language, Style and Structure;	05				
Teaching aids;	05				
<b>Total</b>	<b>20</b>				

Name of evaluator \_\_\_\_\_