

Dr. Homi Bhabha State University



HBSU

Dr Homi Bhabha State University

Bachelor of Management Studies Three Years Integrated Programme Six Semesters

S.Y.BMS

Course Structure

Under Choice Based Credit, Grading & Semester System

To be implemented from A.Y. 2020-21

Faculty of Management

Bachelor of Management Studies (BMS) Programme

Under Choice Based Credit, Grading & Semester System

S.Y.BMS. Sem. III & IV with Credits

(To be implemented from A.Y. 2020-21)

Semester III			Semester IV		
SN	Core Courses (CC)	Credits	SN	Core Courses (CC)	Credits
1	Entrepreneurship Development and Management	03	1	Business Economics: Macroeconomics Theory and Policy	03
2	Introduction to Management Accounting	03	2	Research Methodology	03
3	Business Policy and Strategic Management	03	3	Total Quality Management	03
4	Foundation Course-Contemporary Issues-III	03	4	Foundation Course-Contemporary Issues-IV	03
	Skill Enhancement Course (SEC)			Skill Enhancement Course (SEC)	
5	Information Technology for Management - I	04	5	Information Technology for Management - II	04
	Generic Electives (GE) (any One Group)			Generic Electives (GE) (any One Group)	
	FINANCE			FINANCE	
1	Financial Markets	03	1	Cost Management	03
2	Financial Management	03	2	Corporate Restructuring	03
	MARKETING			MARKETING	
1	Understanding Consumer Behaviour	03	1	Introduction to Integrated Market Communications	03
2	Social Marketing	03	2	Event Marketing	03
	HUMAN RESOURCES			HUMAN RESOURCES	
1	Employee Recruitment and Selection	03	1	Training and Management Development	03
2	Leadership and Motivation: Concepts and Theories	03	2	Organizational Change Management	03
	TOTAL CREDITS	22		TOTAL CREDITS	22

S.Y.BMS SEM III

Core Courses (CC)

1. Entrepreneurship Development and Management

Modules at a Glance

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

Course Objectives:

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

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

References:

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

S.Y.BMS SEM III

Core Courses (CC)

1. Introduction to Management Accounting *Modules at a Glance*

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

Course Objectives:

- To acquaint management learners with management accounting.
- To enable learners to study financial statements of companies.
- The course aims at explaining the core concepts of business finance and its importance in managing a business

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

References:

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

S.Y.BMS SEM III
Core Courses (CC)
BUSINESS POLICY AND STRATEGIC MANAGEMENT

Modules at a Glance

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

Course Objectives:

- The objective of this course is 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.
- The focus is to critically examine the management of the entire enterprise
- from the Top Management view points.
- This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

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

References:

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

Question Paper Pattern

(Core Courses)

Maximum Marks: 75 Questions

to be set: 05 Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question OR	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question OR	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question OR	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	A) Theory questions B) Theory questions OR	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

S.Y.BMS SEM III
Core Courses (CC)

4. Foundation Course-Contemporary Issues-III

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Human Rights Provisions, Violations and Redressal	12
2	Dealing With Environmental Concerns	11
3	Science and Technology I	11
4	Soft Skills for Effective Interpersonal Communication	11
Total		45

Sr. No.	Modules / Units
1	<p>Human Rights Violations and Redressal</p> <p>A. Scheduled Castes- Constitutional and legal rights, Forms of violations, Redressal mechanisms. (2 Lectures)</p> <p>B. Scheduled tribes- Constitutional and legal rights, Forms of violations, Redressal mechanisms. (2 Lectures)</p> <p>C. Women- Constitutional and legal rights, Forms of violations, Redressal mechanisms. (2 Lectures)</p> <p>D. Children- Constitutional and legal rights, Forms of violations, Redressal mechanisms. (2 Lectures)</p> <p>E. People with Disabilities, Minorities, and the Elderly population- Constitutional and legal rights, Forms of violations, Redressal mechanisms. (4 Lectures)</p>
2	<p>Dealing With Environmental Concerns</p> <p>A. Concept of Disaster and general effects of Disasters on human life- physical, psychological, economic and social effects. (3 Lectures)</p> <p>B. Some locally relevant case studies of environmental disasters. (2 Lectures)</p> <p>C. Dealing with Disasters - Factors to be considered in Prevention, Mitigation (Relief and Rehabilitation) and disaster Preparedness. (3 Lectures)</p> <p>D. Human Rights issues in addressing disasters- issues related to compensation, equitable and fair distribution of relief and humanitarian approach to resettlement and rehabilitation. (3 Lectures)</p>
3	<p>Science and Technology – I</p> <p>A. Development of Science- the ancient cultures, the Classical era, the Middle Ages, the Renaissance, the Age of Reason and Enlightenment. (3 Lectures)</p> <p>B. Nature of science- its principles and characteristics; Science as empirical, practical, theoretical, validated knowledge. (2 Lectures)</p> <p>C. Science and Superstition- the role of science in exploding myths, blind beliefs and prejudices; Science and scientific temper- scientific temper as a fundamental duty of the Indian citizen. (3 Lectures)</p> <p>D. Science in everyday life- technology, its meaning and role in development; Interrelation and distinction between science and technology. (3 Lectures)</p>
4	<p>Soft Skills for Effective Interpersonal Communication</p> <p>Part A (4 Lectures)</p> <p>I) Effective Listening - Importance and Features.</p> <p>II) Verbal and Non-Verbal Communication; Public-Speaking and Presentation Skills.</p> <p>III) Barriers to Effective Communication; Importance of Self-Awareness and Body Language.</p> <p>Part B (4 Lectures)</p> <p>I) Formal and Informal Communication - Purpose and Types.</p> <p>II) Writing Formal Applications, Statement of Purpose (SOP) and Resume.</p> <p>III) Preparing for Group Discussions, Interviews and Presentations.</p> <p>Part C (3 Lectures)</p> <p>I) Leadership Skills and Self-Improvement - Characteristics of Effective Leadership.</p> <p>II) Styles of Leadership and Team-Building.</p>

Projects / Assignments (for Internal Assessment)

- i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.
- ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.
- iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.
- iv. Students can work in groups of not more than 8 per topic.
- v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

QUESTION PAPER PATTERN (Semester III)

Foundation Course-III

The Question Paper Pattern for Semester End Examination shall be as follows:

TOTAL MARKS: 75

DURATION: 2.5 hrs

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
1	i. Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. ii. Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester iii. In all 8 Questions will be asked out of which 5 have to be attempted.	a) Total marks: 15 b) For 1 A, there will be 3 marks for each sub- question. c) For 1 B there will be 15 marks without any break-up.
2	Descriptive Question with internal option (A or B) on Module 1	15
3	Descriptive Question with internal option (A or B) on Module 2	15
4	Descriptive Question with internal option (A or B) on Module 3	15
5	Descriptive Question with internal option (A or B) on Module 4	15

S.Y.BMS SEM III

Skill Enhancement Course (SEC)

1. Information Technology Management -I

Modules at a Glance

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

Course Objectives:

- To learn basic concepts of Information Technology, its role in Management.
- To provide practical hands on training to the students regarding MS- Office.
- To understand application of Email, Internet and websites, domains and security.
- To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features

Sr. No.	Modules / Units
1	Introduction to IT Support in Management
	<ul style="list-style-type: none"> • Information Technology concepts Concept of Data, Information and Knowledge Concept of Database • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> ▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies ▪ Office Automation System(OAS) ▪ Transaction Processing System(TPS) ▪ Management Information System(MIS) ▪ Decision Support Systems (DSS) ▪ Executive Information System(EIS) ▪ Knowledge based system, Expert system • Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends. Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)
2	Office Automation using MS Office
	<ul style="list-style-type: none"> • Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation

	<ul style="list-style-type: none"> • Information Technology concepts Concept of Data, Information and Knowledge Concept of Database • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> ▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies ▪ Office Automation System(OAS) ▪ Transaction Processing System(TPS) ▪ Management Information System(MIS) ▪ Decision Support Systems (DSS) ▪ Executive Information System(EIS) ▪ Knowledge based system, Expert system • Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends. Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)
2	Office Automation using MS Office
	<ul style="list-style-type: none"> • Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation

References:

1. Microsoft Office Professional 2013 Step by Step By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
2. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
3. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa
4. Information Technology for Management by Ramesh Behl

Question Paper Pattern (Practical Courses)

Maximum Marks: 75 Questions

to be set: 05 Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question OR	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question OR	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question OR	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	A) Theory questions B) Theory questions OR	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

If the topic demands, instead of practical questions, appropriate theory question may be asked.

S.Y.BMS SEM III
Generic Electives (GE)
Group One
Finance
1. Financial Markets
Modules at Glance

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

Course objectives:

This paper will enable the students to understand the evolution of various aspects of financial markets which in turn will help them in framing the financial policies, development of financial instruments.

Sr. No.	Modules / Units
1	Introduction to Financial Market
	<ul style="list-style-type: none"> • Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. • Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.
2	Dynamics of Equity Market
	<ul style="list-style-type: none"> • Primary: <ol style="list-style-type: none"> 1) IPO – methods followed (simple numerical) 2) Book building 3) Role of merchant bankers in fixing the price 4) Red herring prospectus – unique features 5) Numerical on sweat equity, ESOP & Rights issue of shares • Secondary: <ol style="list-style-type: none"> 1) Definition & functions of stock exchanges 2) Evolution & growth of stock exchanges 3) Stock exchanges in India 4) NSE, BSE OTCEI & overseas stock exchanges 5) Recent developments in stock exchanges 6) Stock market Indices
3	Players in debt markets:
	<ul style="list-style-type: none"> • Players in debt markets: <ol style="list-style-type: none"> 1) Govt. securities 2) Public sector bonds & corporate bonds 3) open market operations 4) Security trading corp. of India 5) Primary dealers in Govt. securities • Bonds: <ol style="list-style-type: none"> 1) Features of bonds 2) Types of bonds
4	Valuation of Equity & Bonds
	<ul style="list-style-type: none"> • Valuation of equity: <ol style="list-style-type: none"> 1. Balance sheet valuation 2. Dividend discount model (zero growth, constant growth & multiple growth) 3. Price earning model • Valuation of bonds <ol style="list-style-type: none"> 1. Determinants of the value of bonds 2. Yield to Maturity 3. Interest rate risk 4. Determinants of Interest Rate Risk

S.Y.BMS SEM III
Generic Electives(GE)
Group One
Finance
1. Financial Management
Modules at Glance

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

Course Objectives:

- The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making finance and its importance in managing a business
- To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business.

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

References:

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

S.Y.BMS SEM III
Generic Electives(GE)
Group Two
Marketing

1. Understanding Consumer Behaviour

Modules at a Glance

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

Course Objectives:

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

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

References:

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

S.Y.BMS SEM III
Generic Electives(GE)
Group Two
Marketing
2. Social Marketing

Sr. No.	Modules	No. of Lectures
1	Introduction to Social Marketing & Its Environment	15
2	Social Marketing Plan, STP and Marketing Mix	15
3	Managing Behaviour for Social Change & NPO & CSR	15
4	Social marketing – A Sectoral Overview & Careers	15
Total		60

Course Objectives:

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

Sr. No.	Modules / Units
1	Introduction to Social Marketing & Its Environment
	<p>Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.</p> <p>Environment in Social Marketing, Components, Impact of Environment on Social Marketing.</p>
2	Social Marketing Plan, STP and Marketing Mix
	<ul style="list-style-type: none"> • Social Marketing Plan, Segmentation, Targeting & Positioning Social Marketing Plan, Steps in developing social marketing plan, importance of planning. Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning. • Social Marketing Mix <ol style="list-style-type: none"> 1. Product: Social Product, Level of Product, Social Product Branding Decision. 2. Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies. 3. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel 4. Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.
3	Managing Behaviour for Social Change & NPO & CSR
	<ul style="list-style-type: none"> • Managing Behaviour for Social Change Types of Behaviour Objectives, Knowledge objectives and belief objectives, Behaviour Change Models, Theories and Frameworks: Social Norm Theory, The diffusion of innovation model, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The behavioural economics framework and the nudge factor, the science of habit framing, • Not for Profit Organization (NPO) & CSR Meaning, NGO, Voluntary Organization, Third Sector, NPO Sector. Status of Voluntary sector in India. Starting a Voluntary Organization in India: Trust, Society, Section 8 Company under the Companies Act of 2013. CSR, Meaning, Overview of CSR in India, Overview of CSR rules for corporation under Companies Act of 2013, CSR Impact Evaluation. Need for Governance in Not for Profit Sector, Ethics in Social Marketing
4	Social Marketing – A Sectoral Overview & Careers
	<ul style="list-style-type: none"> • Marketing Health • Marketing Education • Marketing Medicare • Marketing Sanitation • Marketing Financial Literacy & Savings • Marketing Digital Literacy • Marketing of Social Issues of Youth. • Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.

References :

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

S.Y.BMS SEM III
Generic Electives(GE)
Group Three
Human Resource Management

1. Employee Recruitment and Selection

Module at a Glance

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

Course Objectives:

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

Sr. No.	Modules / Units
1	Recruitment
	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment. • Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis • Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. • Source or Type of Recruitment-- a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (In-House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). • Technique of Recruitment-Traditional Vs Modern Recruitment • Evaluation of Recruitment-Outsourcing Programme
2	Selection
	<ul style="list-style-type: none"> • Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). • Screening-Pre and Post Criteria for Selection, Steps of Selection • Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. • Selection Hurdles and Ways to Overcome Them
3	Induction
	<ul style="list-style-type: none"> • Induction-Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective • Orientation & On boarding-Programme and Types, Process. • Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics • Current trends in Recruitment and Selection Strategies– with respect to Service, Finance, I.T., Law And Media Industry
4	Soft Skills
	<ul style="list-style-type: none"> • Preparing Bio-data and C.V. • Social and Soft Skills – Group Discussion &Personal Interview, Video and Tele Conferencing Skills, • Presentation and Negotiation Skills, Aesthetic Skills, • Etiquettes-Different Types and Quitting Techniques. • Exit Interview-Meaning, importance.

References:

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

S.Y.BMS SEM III
Generic Electives(GE)
Group Three
Human Resource Management

2. Leadership and Motivation Concepts and Theories

Module at a Glance

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

Course Objectives:

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

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

References:

1. Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15th Edition), Prentice Hall Publication.
2. Niraj Kumar- Organisational Behaviour: A New Looks (Concept, Theory & Cases), Himalaya Publishing House
3. Strategic Leadership – Sahu & Bharati – Excel Books
4. Peter I. Dowling & Denice E. (2006). International HRM (1st ed.). New Delhi. Excel Books.
5. French Wendell, Bell Cecil and Vohra Veena. (2004). Organization Development, Behavioral Science Interventions for Organization Improvement. (6th ed.)

Question Paper Pattern

(Generic Electives)

Maximum Marks: 75 Questions

to be set: 05 Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions C) Sub Questions to be asked 10 and to be answered any 08 D) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question OR	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question OR	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question OR	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	C) Case Study D) Theory questions	08 Marks 07 Marks
Q-5	OR Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

If the topic demands, instead of practical questions, appropriate theory question may be asked.

S.Y.BMS SEM IV
Core Courses (CC)

1. Business Economics: Macroeconomics Theory and Policy

Modules at a Glance

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

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

S.Y.BMS SEM IV

Core Courses (CC)

2. Research Methodology

Modules at a Glance

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

Course Objectives:

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

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

References:

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

S.Y.BMS SEM IV
Core Courses (CC)

3. Total Quality Management

Modules at a Glance

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

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

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

References

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

Question Paper Pattern (Core Courses)

Maximum Marks: 75 Questions

to be set: 05 Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions C) Sub Questions to be asked 10 and to be answered any 08 D) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question	15 Marks
Q-2	OR Full Length Question	15 Marks
Q-3	Full Length Question	15 Marks
Q-3	OR Full Length Question	15 Marks
Q-4	Full Length Question	15 Marks
Q-4	OR Full Length Question	15 Marks
Q-5	C) Theory questions	08 Marks
Q-5	D) Theory questions	07 Marks
Q-5	OR Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks

S.Y.BMS SEM IV
Core Courses (CC)
3. Foundation Course-Contemporary Issues-IV

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Significant, Contemporary Rights of Citizens	12
2	Approaches to understanding Ecology	11
3	Science and Technology –II	11
4	Introduction to Competitive Exams	11
Total		45

Sr. No.	Modules / Units
1	Significant, Contemporary Rights of Citizens
	<p>A. Rights of Consumers-Violations of consumer rights and important provisions of the Consumer Protection Act, 2016; Other important laws to protect consumers; Consumer courts and consumer movements. (3 Lectures)</p> <p>B. Right to Information- Genesis and relation with transparency and accountability; important provisions of the Right to Information Act, 2005; some success stories. (3 Lectures)</p> <p>C. Protection of Citizens'/Public Interest-Public Interest Litigation, need and procedure to file a PIL; some landmark cases. (3 Lectures)</p> <p>D. Citizens' Charters, Public Service Guarantee Acts. (3 Lectures)</p>
2	Approaches to understanding Ecology
	<p>A. Understanding approaches to ecology- Anthropocentrism, Biocentrism and Eco centrism, Ecofeminism and Deep Ecology. (3 Lectures)</p> <p>B. Environmental Principles-1: the sustainability principle; the polluter pays principle; the precautionary principle. (4 Lectures)</p> <p>C. Environmental Principles-2: the equity principle; human rights principles; the participation principle. (4 Lectures)</p>
3	Science and Technology –II
	<p>Part A:Some Significant Modern Technologies, Features and Applications (7 Lectures)</p> <p>i. Laser Technology- Light Amplification by Stimulated Emission of Radiation; use of laser in remote sensing, GIS/GPS mapping, medical use.</p> <p>ii. Satellite Technology- various uses in satellite navigation systems, GPS, and imprecise climate and weather analyses.</p> <p>iii. Information and Communication Technology- convergence of various technologies like satellite, computer and digital in the information revolution of today's society.</p> <p>iv. Biotechnology and Genetic engineering- applied biology and uses in medicine, pharmaceuticals and agriculture; genetically modified plant, animal and human life.</p> <p>v. Nanotechnology- definition: the study, control and application of phenomena and materials at length scales below 100 nm; uses in medicine, military intelligence and consumer products.</p> <p>Part B:Issues of Control, Access and Misuse of Technology. (4 Lectures)</p>

Part A. Basic information on Competitive Examinations- the pattern, eligibility criteria and local centres:

- i. Examinations conducted for entry into professional courses - Graduate Record Examinations (GRE), Graduate Management Admission Test (GMAT), Common Admission Test (CAT) and Scholastic Aptitude Test (SAT).
- ii. Examinations conducted for entry into jobs by Union Public Service Commission, Staff Selection Commission (SSC), State Public Service Commissions, Banking and Insurance sectors, and the National and State Eligibility Tests (NET / SET) for entry into teaching profession.

Part B. Soft skills required for competitive examinations- (7 Lectures)

- i. Information on areas tested: Quantitative Ability, Data Interpretation, Verbal Ability and Logical Reasoning, Creativity and Lateral Thinking
- ii. Motivation: Concept, Theories and Types of Motivation
- iii. Goal-Setting: Types of Goals, SMART Goals, Stephen Covey's concept of human endowment
- iv. Time Management: Effective Strategies for Time Management
- v. Writing Skills: Paragraph Writing, Report Writing, Filing an application under the RTI Act, Consumer Grievance Letter.

References:

1. Asthana, D. K., and Asthana, Meera, *Environmental Problems and Solutions*, S. Chand, New Delhi, 2012.
2. Bajpai, Asha, *Child Rights in India*, Oxford University Press, New Delhi, 2010.
3. Bhatnagar Mamta and Bhatnagar Nitin, *Effective Communication and Soft Skills*, Pearson India, New Delhi, 2011.
4. G Subba Rao, *Writing Skills for Civil Services Examination*, Access Publishing, New Delhi, 2014
5. Kaushal, Rachana, *Women and Human Rights in India*, Kaveri Books, New Delhi, 2000.
6. Mohapatra, Gaur Krishna Das, *Environmental Ecology*, Vikas, Noida, 2008.
7. Motilal, Shashi, and Nanda, Bijoy Lakshmi, *Human Rights: Gender and Environment*, Allied Publishers, New Delhi, 2007.
8. Murthy, D. B. N., *Disaster Management: Text and Case Studies*, Deep and Deep Publications, New Delhi, 2013.
9. Parsuraman, S., and Unnikrishnan, ed., *India Disasters Report II*, Oxford, New Delhi, 2013
10. Reza, B. K., *Disaster Management*, Global Publications, New Delhi, 2010.
11. Sathe, Satyaranjan P., *Judicial Activism in India*, Oxford University Press, New Delhi, 2003.
12. Singh, Ashok Kumar, *Science and Technology for Civil Service Examination*, Tata McGraw Hill, New Delhi, 2012.
13. Thorpe, Edgar, *General Studies Paper I Volume V*, Pearson, New Delhi, 2017.

Projects / Assignments (for Internal Assessment)

- vi. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.
- vii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.
- viii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.
- ix. Students can work in groups of not more than 8 per topic.
- x. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

QUESTION PAPER PATTERN (Semester III)

Foundation Course-III

The Question Paper Pattern for Semester End Examination shall be as follows:

TOTAL MARKS: 75

DURATION: 150 MINUTES

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
1	iv. Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. v. Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester vi. In all 8 Questions will be asked out of which 5 have to be attempted.	d) Total marks: 15 e) For 1 A, there will be 3 marks for each sub- question. f) For 1 B there will be 15 marks without any break-up.
2	Descriptive Question with internal option (A or B) on Module 1	15
3	Descriptive Question with internal option (A or B) on Module 2	15
4	Descriptive Question with internal option (A or B) on Module 3	15
5	Descriptive Question with internal option (A or B) on Module 4	15

S.Y.BMS SEM IV

Skill Enhancement Course (SEC)

1. Information Technology Management -II

Modules at a Glance

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

Course Objectives:

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

Sr. No.	Modules / Units
1	Management Information System
	<ul style="list-style-type: none"> ● Overview of MIS Definition, Characteristics ● Subsystems of MIS (Activity and Functional subsystems) ● Structure of MIS ● Reasons for failure of MIS. ● Understanding Major Functional Systems Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems ● Sub systems, description and organizational levels ● Decision support system Definition Relationship with MIS ● Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS
2	ERP/E-SCM/E-CRM
	<ul style="list-style-type: none"> ● Concepts of ERP ● Architecture of ERP Generic modules of ERP ● Applications of ERP ● ERP Implementation concepts ERP lifecycle ● Concept of XRP (extended ERP) ● Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft ● Concept of e-CRM E-CRM Solutions and its advantages, How technology helps? ● CRM Capabilities and customer Life cycle Privacy Issues and CRM ● Data Mining and CRM CRM and workflow Automation ● Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture ● Major Trends in e-SCM ● Case studies ERP/SCM/CRM

Sr. No.	Modules / Units
3	Introduction to Data base and Data warehouse
	<ul style="list-style-type: none"> • Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries • Data Mining The scope and the techniques used • Business Applications of Data warehousing and Data mining
4	Outsourcing
	<ul style="list-style-type: none"> • Introduction to Outsourcing Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes • Business Process Outsourcing (BPO) Introduction • BPO Vendors How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services • BPO Business Model Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO • BPO to KPO Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario • Outsourcing in Cloud Environment Cloud computing offerings • Traditional Outsourcing Vs. Cloud Computing

References :

1. Information Technology for Management, 6TH ED (With CD) By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch3)
By John P. Wack, Lisa J. Carnahan

Question Paper Pattern

(Practical Courses)

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions E) Sub Questions to be asked 10 and to be answered any 08 F) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question OR	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question OR	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question OR	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	E) Theory questions F) Theory questions	08 Marks 07 Marks
Q-5	OR Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

If the topic demands, instead of practical questions, appropriate theory question may be asked.

S.Y.BMS SEM IV
Generic Electives (GE)
Group One
Finance
1. Cost Management

Modules at a Glance

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

Course Objectives:

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

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

References:

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

S.Y.BMS SEM IV

Generic Electives (GE)

Group One

Finance

2. Corporate Restructuring

Modules at a Glance

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

Course Objectives:

- To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
- The subject covers the complex facets of corporate restructuring process

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

References:

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

S.Y.BMS SEM IV

Generic Electives (GE)

Group Two

Marketing

1. Introduction to Integrated Marketing Communication

Modules at a Glance

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

Course Objectives :

- 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.
- To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.

Sr. No.	Modules / Units
1	Introduction to Integrated Marketing Communication
	<ul style="list-style-type: none"> • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Communication process, Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.
2	Elements of IMC – I
	<ul style="list-style-type: none"> • Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. • Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.
3	Elements of IMC – II
	<ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing • Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling
4	Evaluation & Ethics in Marketing Communication
	<ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.

S.Y.BMS SEM IV
Generic Electives (GE)
Group Two
Marketing

2.Event Marketing

Modules at a Glance

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

Course Objectives :

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

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

References:

1. Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2 010
2. Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
3. Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”, Tata Mcgraw Hill 2014
5. Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
6. Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
7. Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”, ICFAI University Press, 2008

S.Y.BMS SEM IV
Generic Electives (GE)
Group Three
Human Resource Management

1. Training and Management Development

Modules at a Glance

Course Objectives:

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

This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Sr. No.	Modules / Units
1	Overview of Training
	<ul style="list-style-type: none"> • Overview of training– concept, scope, importance, objectives, features, need and assessment of training. • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), Types–On the Job &Off the Job Method. • Assessment of Training Needs, Methods & Process of Needs Assessment. • Criteria & designing-Implementation– an effective training program.
2	Overview of Development
	<ul style="list-style-type: none"> • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counselling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self development, succession planning.
3	Concept of Management Development
	<ul style="list-style-type: none"> • Concept of Management Development. • Process of MDP. • Programs & methods, importance, evaluating a MDP.
4	Performance measurement, Talent management & Knowledge management
	<ul style="list-style-type: none"> • Performance measurements– Appraisals, pitfalls & ethics of appraisal. • Talent management –Introduction ,Measuring Talent Management, Integration & future of TM, Global TM & knowledge management— OVERVIEW -Introduction: History, Concepts, • Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle

References:

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

S.Y.BMS SEM IV
Generic Electives (GE)
Group Three
Human Resource Management

2. Organizational Change Management

Modules at a Glance

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

Course Objectives:

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

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

References:

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

Question Paper Pattern

(Generic Electives)

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions G) Sub Questions to be asked 10 and to be answered any 08 H) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question OR	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question OR	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question OR	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	G) Case Study H) Theory questions	08 Marks 07 Marks
Q-5	OR Short Notes To be asked 05 To be answered 03	15 Marks

Note:

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

PATTERN OF EXAMINATION

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern (Internal Assessment- Courses without Practical Courses)

Sr. No.	Particular	Marks
1	One class test (20 Marks)	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions <i>(½ Mark each)</i>	05 Marks
	Answer in One or Two Lines (Concept based Questions) <i>(01 Mark each)</i>	05 Marks
	Answer in Brief (Attempt Any Two of the Three) <i>(05 Marks each)</i>	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern (Internal Assessment- Courses with Practical Courses)

Sr. No.	Particular	Marks
1	Semester End Practical Examination (20 Marks)	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

B) Semester End Examination: 75 %

- i) Duration: The examination shall be of 2 ½ Hours duration
 - ii) Theory question paper pattern
 - There shall be five questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.
- (Detail question paper pattern has been given separately)**

Passing Standard

If the students has to pass a course, they shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A student will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.